DOCUMENT RESUME

ED 399 109 RC 020 694

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TITLE Experience-Based Training and Development: Directory of Programs. Third Edition.

INSTITUTION Association for Experiential Education, Boulder, CO.

PUB DATE 93

NOTE 100p.

AVAILABLE FROM Association for Experiential Education, 2885 Aurora Ave., #28, Boulder, CO 80303-2252 (members, $12.50; nonmembers, $15; plus shipping and handling).

PUB TYPE Reference Materials - Directories/Catalogs (132)

EDRS PRICE MF01/PC04 Plus Postage.

DESCRIPTORS *Adventure Education; *Corporate Education; *Experiential Learning; *Group Activities; Group Dynamics; *Individual Development; Outdoor Activities; Program Descriptions; Programs; Resource Materials; *Training

ABSTRACT

This directory provides information on experience-based training and development (EBTD) programs. Frequently offered by corporations to individual employees and work teams, EBTD is an approach to training and development that uses adventure education experiences to bring about positive changes in individuals, groups, and organizations. EBTD programming places importance on the setting or natural environment, the use of experiential learning methodology, effective instruction, and the debriefing of the experience through feedback and reflection. The directory describes activity categories of EBTD programs including client visitations, classroom sessions, socialization games, group initiative tasks, ropes and challenge courses, outdoor pursuits, and other adventures; presents tips for assessing and selecting EBTD providers; and lists 194 reference materials related to EBTD programming. The remainder of the directory provides information on 96 EBTD programs in the United States, Canada, Austria, and England, including name and address, a program overview, contact person, affiliation with the Association for Experiential Education, year the program was established, percentage of program time devoted to EBTD, training and specialty background of program facilitators, activities or methods most commonly used, and a statement of ethical practices. Also includes a program listing by state. (LP)

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Experience-based Training and Development: Directory of Programs

Third Edition
1993

Edited by:
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Sponsored by:
The AEE Experience-based Training and Development
Professional Group

Published by:
The Association for Experiential Education

Association for Experiential Education
2885 Aurora Avenue #28 / Boulder, CO 80303-2252
303-440-8844 phone / 303-440-9581 fax

Printed on recycled paper

Experience-based Training and Development: Directory of Programs

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Experience-based Training and Development: Directory of Programs

Chapter 1

INTRODUCTION

A group of nine executives are gathered around an inverted bucket with a glass of water precariously perched atop the bucket. A great deal of confusion exists as many people are speaking at the same time and no one appears to be listening. The CEO is calling commands in a loud voice to four directors who are coaching four blindfolded managers. Each of the blindfolded managers is standing in a hula hoop and is pulling against the others on four separate ropes tied to a large rubber band. The CEO intends to sufficiently stretch the rubber band in order for it to fit around the outside edge of the inverted bucket. The entire group will then lift the bucket, without spilling the water, and transfer it to a safe location. This group is fully engaged in an active learning experience. They are focusing their learning on the teamwork tool of communication. They are gaining an awareness of strengths and weaknesses which they are practicing to improve. Earlier that morning, the group played games to get to know one another in a new context. Later in the afternoon, they will go on the ropes course and tomorrow they will raft down a whitewater river. These experiences are indicative of a special kind of training and development called EBTD.

What is EBTD?

The label of Experience-based Training and Development (or EBTD for short) is used to describe a wide variety of activities that are finding their way into mainstream human resource courses, management education classes, and organizational learning schemes. EBTD is not survival training, nor is it military-style combat in the outdoors. It is an approach to training and development which utilizes adventurous educational experiences (activities which involve some form of perceived physical or emotional risk) to bring about positive changes in individuals, groups, and organizations.

EBTD programs provide challenging and novel activities coupled with unusual opportunities for shared reflection. In this way, the approach creates learning environments within a supportive atmosphere, which in turn bring about learning outcomes beyond those of the typical lectures or simulations. Because this approach can be more realistic than simulations, and because it provides opportunity for practice through experience, rather than being told through lectures, it proves extremely useful in training and development situations where resistance to change is prevalent or where an attitude of rigid thinking exists.

EBTD: The word

In the UK, where the approach first began, it is called Outdoor Management Development (OMD) because the majority of programming takes place outdoors and with managers. However, more than managers can benefit from EBTD and the approach is not limited solely to the out-of-doors as this label might suggest.

Termed Corporate Adventure Training (CAT) in Canada and Australia, the approach utilizes adventure activities for the benefit of corporations. However, organizations other than those from the corporate arena can benefit from EBTD and while the activities are considered adventurous, not all are as physically risky as the word may intimate to the novice.

In the United States, the term Experience-based Training and Development (EBTD) has gained the widest acceptance, since the method of this approach is based on the philosophy of experiential education or learning by doing with reflection. However, the activities used by the approach also have strong historical roots in the adventure movement initiated by Outward Bound over fifty years ago. Although the EBTD title has been applied to this directory, the reader will see many references to the word "adventure" throughout the text.

COMPONENTS

A number of components, specific to EBTD programming, place it apart from more traditional and conventional forms of training and development (Gass, Goldman & Priest, 1992). 1) EBTD is experiential: while working under hands-on conditions, people learn best by doing. The adventure activities utilize perceived risk and yet are quite safe. 2) EBTD is dramatic: the excitement and emotional nature of these activities focus attention and sharpen minds. People remember what they learn. 3) EBTD is novel: because of the unique context and uncertainty of outcome for these activities, no one in the group is considered to be an expert. Adventures tend to equalize people and break down the hierarchical barriers and apprehensions that often exist in large organizations. 4) EBTD is consequential: errors have potential ramifications in adventures (getting wet in a canoe or falling on a rope), unlike in a classroom simulation (where play money is lost). Furthermore, success and failure is supported by those who really matter (co-workers and oneself). 5) EBTD is metaphoric: adventures are a microcosm of the requirements needed for and changes taking place in the work world. The behaviors demonstrated by individuals and groups during these activities are parallel representations of the way they act and what happens in the office. As such, new learning (skills, coping strategies, and bonding among personnel) can be analagously applied toward future efforts on the job. 6) EBTD is transferable: testimonials by past participants support the utility of experience-based training, and limited research studies substantiate that new learning does indeed show up in the workplace. People refer back to their experiences and approach their tasks from a fresh perspective.

Attarian (1992) adds that the unique characteristics of EBTD are the importance placed on the setting or natural environment, the use of experiential learning methodology, the importance of effective instruction, and the debriefing of the experience through feedback or reflection. Miner (in press) explains that EBTD is holistic, involving all the senses and accommodating a variety of learning styles, with clear and simple goals providing immediate feedback on performance regardless of success or setback. Unlike simulated games, EBTD programs offer concrete experiences which are task oriented, just like work, and are intriguing, so that everyone desires to get involved. The activities are new, fun, and invigorating; they provide opportunities to experiment with new behaviors and skills in a safe environment which encourages risk taking.

BENEFITS

EBTD can benefit the individual employee, the management work unit, and the parent organization through individual development, group development, cultural development, and the interaction of all three. Benefits to the individual include developments in self-confidence, leadership style, risk taking propensity, dealing with fear and stress, decision making, and personal inspiration and commitment. The work unit benefits from improvements in goal setting, team building, leadership, time management, conflict resolution, group problem solving, collaboration, and cooperation. Outcomes for the organization involve an enhancement of systems, structure, values and ethics, vision and mission, corporate climate, and motivational atmosphere, which results in increased productivity, decreased absenteeism, lower turnover, and higher profits. Lastly, an interaction of the other three developmental areas (cultural, personal, and group) can lead to empowerment, trust and integritv, effective communication, environmental safety, judgment based on experience, and coping with change and uncertainty, as these benefits are shared among all aspects of the corporate organization, individuals, and work units.

The EBTD Directory

This directory brings together a number of important resources such as a provider's listing of EBTD programs and a consumer's guide of what to look for in these programs and providers. Additional information on research and written EBTD resources are appended. This directory is sponsored by the Association for Experiential Education (AEE). AEE is a professional organization with roots in adventure education, committed to the development, practice, and evaluation of experiential learning in all settings. The AEE Experience-based Training and Development professional group has sponsored the third edition of this directory. Dan Garvey compiled the first and second editions of the directory, and Dan, Todd Miner, and David Agran served as editors on this edition. In addition, Simon Priest prepared the background material found in the following chapters and Aram Attarian (with Todd and Simon) compiled the bibliography. Finally, Babs Baker, Marla Riley, and Cindy Wehrli from the AEE office coordinated the logistical aspects of bringing this directory to print. Funding was provided by AEE and the EBTD professional group. Thanks to all who got involved!

Experience-based Training and Development: Directory of Programs

Chapter 2

DESCRIPTION OF ACTIVITY CATEGORIES

A great deal of controversy and confusion exists over what activities constitute EBTD. This section attempts to explain the differences between and similarities among what takes place during a typical program. To begin, the content of all programs can be grouped into seven general categories, with each category divisable into two specific forms as shown below:

GENERAL CATEGORY	SPECIFIC FORMS	SOME LIMITED PURPOSES/BENEFITS
1. CLIENT VISITATIONS	a. Diagnosis	Client observation and needs assessment, before
	b. Follow-up	Reporting on outcomes and overall results, after
2. CLASSROOM SESSIONS	a. Orientation	Client goal setting and concept understanding
	b. Action Planning	Client pledges and strategies for making change
3. SOCIALIZATION GAMES	a. Familiarization	Getting to know one another and personal needs
	b. Deinhibitizing	Getting comfortable with close interactions
4. GROUP INITIATIVE TASKS	a. Team Tools	Single or simple outcomes: trust and cooperation
	b. Team Tests	Multiple or complex outcomes: problem solving
5. ROPES / CHALLENGE COURSES	a. Low (spotted)	Mutual support, asking for and giving help
	b. High (belayed)	Risk taking, dealing with fears and anxiety
6. OUTDOOR PURSUITS	a. Activity-based	Confidence, coping with change and uncertainty
	b. Wilderness-based	Leadership, judgment, and conflict resolution
7. OTHER ADVENTURES	a. Simulated	Management of vision, time, stress, and crises
	b. Non-traditional	Motivation, commitment, and followership

NON-ACTION-ORIENTED COMPONENTS

Although the main content of EBTD is action-oriented activities, the first two general categories relate to work done before and after the activities take place. If the five categories of activities can be thought of as the "meat" of a program, then these first two categories would be the "bread" from which an EBTD program "sandwich" is made.

Well before the formal program starts and well after it finishes, facilitators from the provider visit the consumer to conduct at least one diagnostic interview and at least one follow-up meeting. Classroom sessions are conducted for the purpose of goal setting and action planning, at the beginning and at the completion of the formal program, and are occasionally interspersed among the program activities. While this approach is the preferred model, it is not always possible due to the limitations of resources.

Client Visitations (diagnostic interview and follow-up strategies)

At the diagnostic interview (well before the program starts) facilitators (from the program provider) and trainers (from the consumer company) meet to assess the needs of the client group. This assessment is usually done by interviewing or observing key members of the group and other employees who work with that group. During this same visit, or perhaps at a later date, the facilitators may also address any concerns of the client group and allay their fears regarding the program through a preparatation meeting.

At the follow-up meeting (well after the program ends) several strategies are shared (and checked on) for keeping the changes going. During this same visit, or at a later date, the facilitators may also report on the outcomes of program evaluations or research studies which may have been completed.

Classroom Sessions (orientation and action planning)

In an initial orientation meeting and again as needed during the program, the process and products of EBTD programming are explained to clients. The clients then set personal and group goals for the program period. As the program progresses further, classroom sessions may be included to revisit and revise the goals that were initially set. In this manner, learning progress can be evaluated as the clients take stock of how far they have come. These sessions may also prove useful to plan action for change in the time remaining.

Programs typically conclude with detailed action-planning for the individual and/or the team. Clients take time to carefully plan what they will do differently back at work. They also examine who will take the action, as well as how, when, and where it will be done.

ACTION-ORIENTED ADVENTURE ACTIVITIES

Once again, the bulk of EBTD programming and the unique aspects of the approach revolve around a wide variety of action-oriented activities. The activities are designed and delivered in line with the needs assessment performed during the diagnostic interview and with regard for the goals set by the client group during an early classroom session.

Each activity is debriefed after the experience in order to draw out the optimal learning points and to cement new learning. Debriefs are reflective periods of discussion which are usually led by a neutral party, often a co-facilitational team of provider facilitator and consumer trainer. Debriefs typically look for metaphoric connections between the EBTD program and real life in the workplace. Metaphors are the parallel pieces of both realities as identified by the client group. Metaphors strengthen the connection between the program and work, thus enhancing the transfer of new learning from EBTD to the office. Recently a new technique, known as isomorphic framing, has become prevalent in EBTD programming. Isomorphs are aspects of the activity which are purposefully altered or described differently by the facilitator to make the activity more like real life. The supporting theory suggests that if a group can perform functionally in an EBTD activity which is a very close representation of work (isomorphic), then the effort needed to transfer that performance will be slight and easily achieved. The impact of this approach rests heavily with the quality of the facilitators' ability to enable client learning.

Many of the activities that follow have been renamed by some providers for one of two reasons: either appropriately to create an isomorphic representation of the workplace, or inappropriately to mislead consumers into thinking that the activity is the provider's own invention. In the examples that follow, the original names are used from the agency that has done some of the pioneering work in this area: Project Adventure. Each of the activity categories and their two specific forms are described in sequence for a series of typical programs, and the key point of learning for each is also included.

Socialization Games (familiarization and deinihibitization)

Most programs begin with socialization games and the intent of familiarizing client group members with one another and deinihibitizing their participation. These "ice-breakers" may include an activity like Name Toss where members learn each other's names while throwing an object to each other around a circle. Another example is the Human Knot, which gets people comfortable with touching in close proximity. Here members get tangled up in a knot while holding hands and have to get untangled without letting go.

Even these apparently foolish and fun games have powerful messages to share with participants. In Name Toss, the object being thrown around might be likened to a piece of information being communicated. If a sender does not link up with the receiver (by using their name to get their attention) before sending the information (throwing the ball), then the likelihood of the message not getting through (the ball may be dropped) increases. In the Human Knot, the solution is sometimes difficult or impossible, because of the way the members first set up the exercise. The moral of the story may be similar to being at work where a careful project start-up contributes to reducing problems later on.

Group Initiative Tasks (team tools and team tests)

After a group seems comfortable with one another and the type of training in which they are engaged, then these programs usually progress to group initiatives or tasks requiring teamwork for a successful solution. Group initiatives can be divided into the tools of teamwork and the tests of teamwork. If one considers that a high-performing team exhibits cooperation, communication, and trust as three examples of the many necessary team tools, then simple group initiative tasks of this form are intended to raise the group awareness of their strengths and weaknesses regarding the tool and help them to develop each tool in turn. Once functional in the tools of teamwork, the group can progress to testing their performance with group initiative tasks that are more complex and require all the tools to be used in synergy. These team tests are a means to challenge the group and help them to hone their newly learned skills as they evolve toward greater effectiveness and higher performance.

Examples of team tools include the well-known group initiative tasks called Trolleys, Line-ups, and Trust Falls. In Trolleys, a pair of giant skis (trolleys) are laid out parallel to each other for the group to line up and stand upon with one foot on each ski. In their hands, the members hold ropes attached to each ski and in order to move ahead, the group must lift their leg, arm, and corresponding ski all in unison. The most common metaphoric learning point is that if they don't all pull together in the same direction, the group won't progress forward. For Line-ups, the group must non-verbally communicate a piece of information such as their ages. Here the learning may center on speaking the same language, since for age, one person might be communicating in years, while another might be indicating decades or months. Trust Falls involve a member falling backward (from a height no higher than the average elbow position of the other standing group members) into a cradle of arms set out by the remaining group. This is not an activity to try without proper facilitation training, but it can be a powerful technique to bring up discussion of issues regarding risk taking with or without the support of the group.

Some examples of team tests include the well-known group initiative tasks called Spiders Web and Nitro Crossing. In Spiders Web, a giant web of string or bungee cord is strung across a gap between two poles or trees. A number of openings exist between the strands of the web. The group task is to pass each member through an opening from one side to the other. The difficulty is increased by adding rules such as using one opening per person or returning everyone to the start if a strand is touched (the Spider is awakened). In Nitro Crossing, the group must swing across an imaginary river from bank to bank by using a suspended rope. In addition, the group must transport a container of water (Nitroglycerin). The difficulty is increased by returning everyone to the start if one drop or more is spilt at any time. People falling in the river must return to start again. For both tests, stress on the group may be added through constraints such as time limits or maximum number of tries permitted. The key learning centers on the task being complex and requiring the team tools to be used in synergy with problem-solving skills in order for the group to be successful.

Ropes or Challenge Courses (low/spotted and high/belayed elements)

Ropes or challenge courses are primarily designed for individual development after a strong and supportive group has been created through earlier training. The ropes or challenge course is not such an effective tool for team building and is limited in this respect, unless program providers go to great measures to refine and restructure activities for use by groups.

These courses typically involve personal challenges like climbing along a narrow balance beam, walking a tension traverse (tight rope cable with a loose hand-line for balance), swinging on a series of suspended tires, or jumping off the Pamper Pole (top of a utility pole) or Hickory Jump (small stumps) to catch a trapeze bar or ring a bell dangling near the bar! All of these examples, called elements of the course, may be constructed among trees or utility poles, either at ground level or high in mid-air. Special standards exist for the construction of these courses—contact AEE for details.

If done at ground level (low ropes), group members are required to spot one another for protection. Spotting (standing securely and holding hands up and at the ready) requires group members to break a fall at ground level by preventing the head and shoulders of the person taking the risks from striking the ground, much like a coach might spot a gymnast on a tumbling routine. Consequently, low elements are typically conducted around a soft ground surface like bark mulch or grass.

If done well above ground (high ropes), the elements require protection in the form of a belay. Belaying requires group members to protect a person in the event of a possible fall by holding his or her safety rope (which runs through a braking device), much like rock climbers look after one another on a cliff climb. Subsequently, high elements have the need for well-maintained equipment, such as approved helmets, harnesses, and ropes, and for specially skilled facilitators.

Outdoor Pursuits (activity-based and wilderness-based)

The classic outdoor adventure activities, such as whitewater rafting, mountaineering, caving, and canoe camping, are also being used in North American EBTD programs. These activities were the mainstay of British programming for the past two decades. As cross-fertilization of ideas occurs across the oceans, British providers are adopting more of the indoor games, group initiatives, and ropes or challenge courses, and in return North American providers are adapting the outdoor pursuits. These activities provide excellent opportunities to learn about leadership under arduous or adverse conditions.

The activities are further divided on the basis of whether they depend on a particularly special setting, such as overnight wilderness backpacking trips, or whether the activity can be done almost anywhere, such as orienteering (map-and-compass navigation exercises). Obviously, the former component will be a more expensive and labor-intensive prospect, but with circumstances that may better mirror the reality of the office. Please contact AEE for a copy of the safety guidelines and professional practices for these activities.

Other Adventures (simulated and non-traditional)

Some quasi-adventurous activities, which would not normally be associated with EBTD programs, are becoming more commonplace in North America. Some are complex simulations which permit a view of the bigger picture, like a manufacturing assembly line which is re-engineered and transformed by participants. Some are suspect in terms of their safety, ethics, and effectiveness, such as bungee jumping (which has no safety backup system), fire walking (which contains real rather than perceived risks), and paint-ball warfare (which espouses competition rather than collaboration). As stand-alone activities, these other adventures are not EBTD programs. However, as one component of an EBTD program, they have limited application provided they are applied correctly.

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Chapter 3

SHOPPING FOR A PROGRAM PROVIDER

With a proliferation of providers and programs, some springing up overnight, how does a company in the market for EBTD programming discriminate between the valuable ones and the valueless? This chapter outlines a checklist of ten items for assessing the saliency and educational potential of such training programs and explains each of the criteria. Items are not presented in order of importance, but are arranged for easy reading and greater comprehension, as some items build on the context of earlier ones. The list was developed from qualitative research including extensive interviews with EBTD providers and corporate customers from around the world.

1. SAFE

A top provider cares for and protects the client from true physical, mental, social, or financial harm while utilizing perceived risk as the educational tool of preference. In EBTD, the real physical dangers can be controlled by actions such as: keeping a watchful eye on those who are blindfolded, spotting (catching or breaking the fall of) those who are lifted off the ground, employing static or dynamic belays (safety lines) for those who are high on the ropes course, and wearing a life vest when on or near the water. For emotional dangers, acceptable group behavior guidelines (avoid put-downs, listen to all ideas, offer and accept feedback, openly disclose feelings, etc.) can be developed to ensure a supportive atmosphere as well as a safe one.

Every program should undergo a regularly scheduled expert review for safety procedures, for adherence to common peer practices, and for educational effectiveness. The Association for Experiential Education now offers a Professional Accreditation Services program. All operations should carry full liability and accident insurance, and staff should be certified in First Aid and trained in clearly documented accident response procedures. Although the provider is ultimately responsible for client safety, this does not mean that the provider removes all responsibility from the participants—they should be involved in caring for their own safety. To exclude the client from safety is probably disempowering (makes the client further dependent on the provider's expertise), is potentially destructive to the group morale (looking after one another is a critical part of trust and teamwork), and is possibly injurious (safety is an attitude which must be shared by all; everyone should be actively engaged).

2. PROFESSIONAL

A top provider maintains the confidentiality of participants and is willing to keep the company name anonymous as well, if desired. Many providers advertise their services by listing their client companies; however, some organizations may not want to be included in such a list for reasons of their own. Furthermore, in the course of openly sharing feelings during EBTD programs, clients may divulge extremely personal information. This information must be held in the strictest confidence and all group members must agree to this point. Professional providers have safety systems in place to handle such events, including a provision for confidentiality with disclosures being treated as priviledged practitioner/client information.

3. PERSONALIZED

No two organizations are alike in their training needs, and every unit within a company will have a different agenda for developing their personnel. For these reasons, no EBTD provider should offer a standard program: one size does not fit all! The diversity and uniqueness of each client should be addressed independently during an initial diagnostic interview and a top provider will custom tailor programs to suit the client's special needs. Activities composing the EBTD program should be selected to meet predetermined objectives and not the other way around, as some providers merely choose activities that are easy for facilitators to offer or that they like to do themselves. Avoid providers who say that their stock program is just what you need. State your needs and scrutinize their suggestions!

4. FLEXIBLE

A top provider changes or adapts programs to meet the client's evolving special needs. In a program originally designed to enhance communication among managers from several branch offices, if the group expresses that their lack of communication stems from mutual distrust, then the provider must be able to shift away from communication exercises and toward trust activities. Only after the distrust has been addressed can communication become a concern once more. Otherwise, simply continuing on the original path would be a waste of the client's development dollar. Top providers are flexible in such situations; avoid those who stick to the game plan, especially when it seems to be losing the match for everyone.

5. FAST AND EFFICIENT

A top provider provides punctual and speedy response, without wasting the client's money or resources. A breakdown of quoted costs is an excellent indicator of value to the client. Do not accept the single price estimate: insist on knowing how much is going to faciliation, venue, transportation, accommodation, catering, consumable supplies, equipment rental, and other miscellaneous costs. Feel free to question individual items and to recommend changes for upgrading quality or saving quantities in precise areas. If a provider is willing to do this efficiently, they are likely to be capable of organizing safe and effective training.

6. FUN AND GENUINE INTEREST

A top provider enjoys the opportunity to work in the field of EBTD, because of the joy of the outdoors and the power of this form of learning. He/she will include activities that are motivating, because these are almost always fun for the clients who are being trained. Examine the underlying motivation of providers and their staff. Why are they in the training and development industry? What is their collective expertise in working with client companies?

7. EDUCATIONAL

A top provider connects theory to practise by designing, delivering, and debriefing all experiences for optimal learning. This means keeping the concept of metaphoric transfer (the most effective type of transfer in this kind of training) in mind throughout the planning and evaluation process. The key to sound transfer lies in the framing and debriefing of activities. Beware of providers who hold discussions only at the end of the day, or worse, do not reflect on experience at all. Debriefing, under the guidance of a trained facilitator, is the opportunity to process new learning by sharing thoughts and to transfer that learning by speculating on ways it can be applied either at work or to the next training task. Debriefing should take place as soon as possible after the experience and should contain five steps: review/recall, affect/effect, summation, application, and commitment. In general, this sequence of steps should ask clients to remember an instance of positive or negative performance, discuss how that made them feel or how it impacted the group, sum up what they learned from this, describe how they can use that learning next time, and detail a plan for acting differently in the future. The ability to debrief consistently rests on the learning theory of how EBTD works. Be certain a provider clearly understands (and can clearly communicate to you) the purposes, outcomes, educational philosophies, and practical methodologies of EBTD programming.

8. ETHICAL

A top provider allows all clients to control their own destiny by giving them the right to pass without criticism and to be "challenged" by choice. No one should be forced against their will to participate and several options must always be made available. For example, in a group initiative where clients are lifted off the ground by group members, each person must have the option to be lifted by the group (full participation), to help lift as part of the group, but not be lifted by the group (partial participation), or to simply watch the workings of the team (observational participation) and share comments during the debrief session. Furthermore, a professional duty exists to clearly explain the real responsibilities and risks of participating in a EBTD program, including worst-case scenarios arising from the dangers inherent to the types of activities in EBTD. Additionally, those risks must be kept within ethically acceptable bounds. Some activities are morally questionable due to high injury rates and lack of backup safety systems. Many reputable providers discontinue the use of these activities when a high incidence of near misses points to a possible accident. Reputable providers must also be competent at redesigning activities so that clients with differing abilities or medical conditions can find a potential participation role for each activity.

9. EFFECTIVE

A top provider produces results as claimed and surpasses the client's expectations. Look for a track record of experience and check their business credentials. Obtain permission to attend a sampler workshop or observe a program in operation for another company. Talk to the attendees and ask their opinions of all aspects of a program: organization, staff, facilities, activities, safety, accomodation, meals, etc. Since effectiveness is staff dependent, it comes from practising what a provider preaches; in other words, training their facilitators. Inquire about ongoing development, assessment, recruitment, and retention of staff. If in doubt, don't leap straight in. Start off with a few short courses for your more discriminating personnel.

10. EVALUATIVE

A top provider is prepared to investigate and substantiate the benefits they purport to provide. This may require research on subjects to track the transfer of new learning and, at the least, should involve a follow-up session at the office to determine the extent of learning carry-over. Beware of providers who do their own research, using their own measurement instruments; instead insist on outside evaluation consultants who are likely to be much more objective.

SOME QUESTIONS TO ASK EBTD PROVIDERS

- How many EBTD programs have you run for organizations?
- What percent of your business is organizations and what percent is other clientele?
- What is the purpose of EBTD? Does it really work?
- What benefits can our company expect from this training? How will they be gained?
- Why do you believe EBTD is effective? What research evidence can you cite?
- Why do you believe EBTD works well with organizations?
- What qualifications must staff have to facilitate EBTD experiences?
- How do you train your staff to provide these experiences?
- Do you encourage ongoing development of your staff? If so, how?
- What types of risk activities do you place clients in? How are these controlled?
- What safety precautions do you take for activities involving physical risk?
- What safety precautions do you employ for other types of risks (mental or social)?
- To what extent are clients coerced or encouraged to participate in activities?
- When are clients not involved in primary (and backup) safety systems? Why?
- How do you handle transgressions of rules and personally disclosed confidentialities?
- Will you keep our company name anonymous or use it for promoting your service?
- What does a standard program involve? How long? What portion is outdoors?
- How will you modify it for our company's specific and unique needs?
- What if our needs change immediately before or during the program?
- Do you perform an initial diagnositic interview? What does the interview entail?
- How soon after our initial diagnosis can you provide an estimate of costs?
- Do you debrief the training experiences? Why? How often? How soon after?
- What does a typical debrief involve? How do you process and transfer new learning?
- What kind of follow-up can be expected? Will this be possible back at our workplace?
- What kind of insurance coverage do you carry?
- What form of medical history screening of participants do you do?

Experience-based Training and Development: Directory of Programs

Chapter 4

INFORMATION: SERVICES AND RESOURCES

The Association for Experiential Education (AEE) oversees the profession through a number of services such as regional networking conferences, an annual international conference, professional groups, special interest groups, grant funding, a membership newsletter, a jobs clearinghouse newsletter, a professional journal, and a Professional Accreditation Services program. For information on these, on becoming a member, or on being listed in this directory, please contact:

Association for Experiential Education
2885 Aurora Avenue #28
Boulder, CO 80303-2252, USA
(303) 440-8844 phone (303) 440-9581 fax

The remainder of the directory is devoted to a bibliography of reference material for those seeking more writings on EBTD programming. Lastly, for consumers interested in contacting providers of EBTD programs, a listing is appended. The Association for Experiential Education does not endorse any particular provider, but does note whether a provider is an organizational member of AEE.

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ACE Outdoors

P.O. Box 1168
Oak Hill, WV 25840
(800) 223-2641 phone
(304) 469-2957 fax

The ACE Outdoor Center provides corporations with custom-designed programs centered around outdoor activities. Team building, problem solving, conflict resolution, individual challenges, brainstorming, stress management, communication skills, and goal setting are topics that can be explored through one or more of our activities. All activities are debriefed, explored for metaphors in the corporate environment, and processed for action planning within the corporation. All activities take place at our 1,300-acre Outdoor Center in the West Virginia mountains. Meals are catered in our lakeside dining facility, lodging ranges from rustic to deluxe, and our personnel are dedicated to making experienced-based learning an asset to your company.

Contact People: Cindy Martel and Jack Lund
AEE Organizational Member: Yes
Year EBTD Program Established: 1992; in outdoor recreation since 1980.
Percentage of Programming Time Spent on EBTD: 50%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Jerry Cook, president of ACE Outdoors, received his B.S. in Psychology from Milligan College, and his M.A.T. in Education from Eastern Tennessee State University. He was formerly director of the Youth at Risk program for Virginia, and he has been a whitewater guide for 18 years.

Jack Tolliver, M.D., is the director of Emergency Medicine at the Charleston (West Virginia) Area Medical Center. He received his medical degree from the University of Louisville and his law degree from the University of Kentucky. He has been a whitewater guide for 20 years.

Jeremiah Gagnon has a B.S. in Therapeutic Recreation from the University of Maryland, and an M.S. in Recreation Administration from Marshall University. He has been a whitewater guide for 16 years.

Activities or Methods Most Commonly Used:

Individual itineraries developed from these options: whitewater rafting (Class II-V), rock climbing, spelunking, mountain biking, ropes course, initiatives, horseback riding, backpacking, skiing, instruction, discussion, and reflection.

Statement of Ethical Practices:

Our dedicated staff is trained to ensure the SAFETY of all involved, respect the participants, recognize the limitations of participants, make each experience positive, and match facilitator expertise with the group's goals.

Action Learning Associates, Inc.

1705 North Tejon Street
Colorado Springs, CO 80907
(719) 634-0824 phone
(719) 634-8603 fax

Actions speak louder than words. Teams frequently assess their business challenges accurately and develop strategies to meet those challenges, but are unable to pass the real test—translating strategy to action. Action Learning, Inc., offers participants "practice fields" in which to experiment, explore, and apply the principles of teamwork and collaboration against the test of action. Through an incremental action-learning process, teams develop the essential tools—trust, support, motivation, and commitment—to face the "turbulence and challenges" inherent in today's global environment. ALA, Inc., has developed Learning Centers which include permanent ropes course sites at world-class conference centers in Colorado, California, Texas, Virginia, North Carolina, Florida, and Belgium.

Contact Person: Richard O. Kimball, Ph.D.

AEE Organizational Member: No

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Richard O. Kimball, Ph.D., has been an innovator in personal and team development through experiential learning, outdoor experience, and adventure learning for 19 years. A former vice president of AEE, he was awarded the Kurt Hahn Award in 1989.

Dick Leider is the author of *The Power of Purpose* and creator of "Taking Charge" Seminars. He has a Master's in Counseling Psychology, has spent 20 years in Executive and Organizational Development, and is on the Board of Directors for Outward Bound, Inc.

Steve Buchholz, Ph.D., is a co-author of *Creating High Performance Teams* and *Aftershock: Dealing with Organizational Change*, and the editor of *The Positive Manager*. For 14 years at Wilson Learning Corporation, he had overall responsibility for program research and development.

Activities or Methods Most Commonly Used:

Customized faculty sourcing and program design integrating team-learning labs, team mapping, simulations, personal/team assessment tools, 360° feedback, wilderness experiences, and high-challenge labs.

Statement of Ethical Practices:

We believe in forming and maintaining long-term, covenant relationships with colleagues and clients. We seek to practice what we preach/teach by exemplifying continual learning, lack of hierarchy, partnering with customers, collaboration, accountability, and integrity.

The Adventure Centre at Pretty Lake

9310 West 'R' Avenue
Kalamazoo, MI 49009
(616) 375-1664 phone

The Adventure Centre has a reputation of excellence in working with groups from industry, social service, education, and government. Adventure Centre-sponsored programs have for years set the standards in terms of providing safe, quality, and effective experiential programs. Program design is based upon organizational need, with flexibility to address objectives specific to your team. Program components may include work-style assessment, experiential adventure activities, and follow-up consultation. Experiential outdoor activities are employed to address effective teamwork dynamics. Leadership and Team Development Trainings are offered, as well as work with consultants and trainers to deliver experiential components to soft-skill trainings.

Contact Person: Michael Srodes, program director, EBTD

AEE Organizational Member: Yes

Year EBTD Program Established: 1985

Percentage of Programming Time Spent on EBTD:

Approximately 70% of year spent on development and trainings, 90% of staff involved in the delivery of EBTD Programming.

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Michael Srodes: B.A., Education, M.A., Counseling Psychology and Educational Psychology; licensed professional counselor; 14 years' experiential adventure education; five years' EBTD. Of the professional staff involved in EBTD programs, most hold graduate degrees in Counseling/Counseling Psychology and Educational Psychology, with 5-14 years' experience facilitating EBTD program objectives.

Activities or Methods Most Commonly Used:

Although rock climbing, spelunking, and backpacking are available, the majority of EBTD programs utilize facilitated experiential group initiatives and ropes courses used in combination with team and individual assessments, and other classroom training pieces. Trainings range in duration from one-day experiences to ongoing consulting commitments.

Statement of Ethical Practices:

We strive to assist clients in addressing their training needs, remaining confidential regarding privileged information. Involvement is at the discretion of participants. Clients' abilities and disabilities are considered in the design of all trainings.

Adventure Education

39 Brunswick Square
Penrith, Cumbria, England CA11 7LS
0768-891065 phone

Provide U.K.-based short courses for trainer training. International program consultancy service for youth, community, and business sectors. Consulting in the U.K., Southeast Asia, and Australia to establish postgraduate and vocational training and qualifications for EBTD organizations.

Contact Person: Chris Loynes
AEE Organizational Member: Yes
Year EBTD Program Established: 1987
Percentage of Programming Time Spent on EBTD: 100%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Chris Loynes, M.I.T.D., Advanced Cert. of Education. Fifteen years' designing and running adventure-based programs for youths, community, and businesses, and 6 years providing trainer training and program consultancy for EBTD providers.

Activities or Methods Most Commonly Used:

Adventure, role play and drama, creative and problem-solving activities, and community and conservation tasks.

Statement of Ethical Practices:

Actively encourage good practice concerning equal opportunities and diversity. Believe in challenge by choice and informed consent. Committed to realizing human potential.

Adventureworks, Inc.

1300 Narrows of the Harpeth
Kingston Springs, TN 37082
(615) 227-8503 phone or fax
(615) 297-2250 phone or fax

Adventureworks believes in and assists clients in fostering teamwork that utilizes the skills of each person involved and in creating systems that effectively support the work of the team. We model this philosophy as we collaborate with clients to design and deliver need-specific programs. As an owner-operated business, we are committed to a close and responsive relationship with each client. Because programs are tailored to client needs and, thus, vary in objective and length, recommendations and costs are offered after an initial consultation.

Contact People: Phil Fratesi and Anthony Curtis

AEE Organizational Member: Yes

Year EBTD Program Established: 1987

Percentage of Programming Time Spent on EBTD: 80%-90%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Phil Fratesi, Owner/director. M.Ed. from Vanderbilt/Peabody University; 15 years as coordinator/supervisor in experience-based learning programs; 5 years as trainer/facilitator with management consultation programs and as a principal facilitator in Adventureworks program.

Anthony Curtis, Owner/director. Special Education degreed background; 12 years as teacher/counselor/facilitator in experience-based learning programs; 5 years as principal facilitator in Adventureworks program.

Activities or Methods Most Commonly Used:

Formal and informal assessment instruments, high and low ropes course elements, and workshops to develop individual and team action plans and commitments.

Statement of Ethical Practices:

We believe in, encourage, and always honor challenge by choice—on the ropes course, in the classroom, and in the workplace.

Alaska Wilderness Studies

University of Alaska Anchorage
3211 Providence Drive
Anchorage, AK 99508
(907) 786-1468 phone
(907) 786-1563 fax

Alaska Wilderness Studies (AWS) is the outdoor education arm of the University of Alaska Anchorage. AWS is the largest and foremost outdoor education program in Alaska. While the majority of our experience-based training and development has consisted of one-day initiatives and low ropes events, we have the capability to do much more.

As the "Alaska Connection," we have extensive experience leading trips to such incredible locales as Ruth Glacier, Copper River, Brooks Range, and Katmai. We invite you to experience the grandeur of Alaska and to discover how this excitement can make a difference with your employees.

Contact Person: Jean Perkerson

AEE Organizational Member: Yes

Year EBTD Program Established: 1991

Percentage of Programming Time Spent on EBTD: (not submitted)

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Jean Perkerson, law degree, Master's (Experiential Education), Boston University. Work experience: Outward Bound professional development program, lawyer, and in corporate America.

Todd Miner, Ed.D., Boston University. Assistant professor University of Alaska Anchorage and director of Alaska Wilderness Studies program. Fifteen years as guide, educator, and facilitator in Alaska.

Activities or Methods Most Commonly Used:

Initiatives the most commonly used activities. Have the potential to use challenge course and/or to do full wilderness expeditions.

Statement of Ethical Practices:

Operate on challenge by choice and full-value contract basis. Believe in forming partnership with client to deliver what is promised. Emphasis on transfer of learning.

At the Helm, Inc.

Watergate Yachting Center
1500 Marina Bay Drive, #3472
Kemah, TX 77565
(713) 334-4101 phone
(713) 538-2016 fax

Programs At The Helm are offered year-round on the East, West, and Gulf coasts. Company headquarters are located on Clear Lake, 30 minutes' drive south of Houston, Texas. One-, 2-, and 3-day programs use the sailing metaphor to identify problems and to develop solutions that are then applied to the work environment. The company has highly skilled facilitator/consultants whose diverse interests allow for truly customized attention in strictly confidential surroundings. The sailing instructors are female and male licensed captains who also function as an added resource to the team. The company's Houston site owns a fleet of boats and is situated in a scenic, marina/conference center with comfortable dining and overnight dockside aboard, or hotel accommodations.

Contact Person: Rochella Cooper, president

AEE Organizational Member: Yes

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Cherrie Carapetyan: 20 years in human resource management and organizational development, working in the corporate and non-profit areas.

Stan Tyler: first career in business. Present career: 7 years in outplacement, King Chapman & Broussard, and concurrently in executive coaching.

Barbara Schott: Ph.D., Organizational Behavior; clients include international corporations, health care, and government.

Activities or Methods Most Commonly Used:

We put you At The Helm, using the metaphorical way of learning and knowing how to build teams. Sailing is the ultimate team activity that requires all participants to cooperate, communicate, and contribute, or they are "dead in the water."

Statement of Ethical Practices:

The success of our experience-based team-building programs lies in our ability to create data (sailing experiences) that can be processed in a safe, professional, flexible, fun, and effective environment. Challenge by choice, "perception is reality," and "clearly defined responsibilities" are the watchwords that chart our course.

Bay Area Adventure School

Traverse City Area Public Schools
11180 Cedar Run Road
Traverse City, MI 49684
(616) 275-7929 phone
(616) 275-6848 fax

The Adventure School operates the most complete ropes and initiatives facility in Michigan. Nearly 6,300 people participate in our program each year. We are affiliated with several colleges and universities, and have just established a program of Outdoor Pursuits in cooperation with Northwestern Michigan College in Traverse City. The Adventure School offers several outdoor leadership programs, the most popular of which is ropes and initiatives instructor training. We have constructed facilities for several schools, camps, and agencies in our area. Two of the programs we work with/have contracted for, have been designated model programs. The Adventure School has also worked on several research projects involving experience-based learning.

Contact Person: Don Freed, Ph.D.
AEE Organizational Member: Yes
Year EBTD Program Established: 1985
Percentage of Programming Time Spent on EBTD: 15%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Don Freed: Has worked with outdoor/experience-based programs since 1974. Ph.D. in Outdoor Pursuits and Group Counseling, Ohio State University.

Michael Jarvis: B.S., U.S. Air Force Academy; pilot; and survival training instructor.

Monica Webb: B.S., Recreation; M.S. in Counseling in progress; 5 years in experience-based learning.

Activities or Methods Most Commonly Used:

Nearly 50% of our program involves ropes and initiatives course activities; 25% is outdoor pursuits activities (rock climbing, backpacking, etc.).

Statement of Ethical Practices:

The Adventure School uses a challenge-by-choice approach to adventure-challenge activities. The primary learning theory we utilize is modified social learning theory.

Black River Center

P.O. Box 453
South Haven, MI 49090
(616) 637-2665 phone
(616) 637-8997 fax

Most clients come to us with a desire for a high-performance team—cross-functional team, intact work group, quality or focus team whose performance they are counting on. We meet with each client to determine the outputs they are interested in. Then we design a program based upon the readiness of the team and the mission(s) that they face. We provide one- to 5-day training events all over the world. We have sites in Europe, Canada, South America, and, of course, throughout the United States. We work closely with other training institutions like the Center for Creative Leadership, and Leadership 2000. Our unique ability to combine outdoor experiential activities and fit them to classroom training is our hallmark.

Contact Person: Susan Cain
AEE Organizational Member: Yes
Year EBTD Program Established: 1986

Percentage of Programming Time Spent on EBTD: 60%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Susan Cain, M.A., L.C.S.W., is former president of the Illinois Adventure Consortium. She is owner and president of Black River Center. Her master's degree is from the University of Chicago.

Steve Denhof, vice president, has many years of corporate experience.

Activities or Methods Most Commonly Used:

We utilize a 3-step training approach, including classroom sessions, outdoor learning, and classroom follow-up, to build teams and develop corporate leaders.

Statement of Ethical Practices:

Participants will find no dangerous or competitively-designed programs or activities at the Black River Center. We work where clients are most effective—in an environment which supports the best and most effective team and leader performance possible.

Blue Heron Adventure Training Corporation

252 East 1st Street
North Vancouver, British Columbia, Canada V7L 1B3
(604) 985-5524 phone

Team-building, leadership, and motivational programs in Canada. From one-hour motivational talk accompanied by group activities (company founder summitted on Mt. Everest and uses a slide-illustrated talk of this climb with some groups as a metaphor for personal and corporate challenges) to 7-day wilderness retreat program. All lengths, many designs depending on budget and needs. Experience creating programs for many types of groups. Experienced therapist to assist in facilitating programs and to deal with personal issues that arise.

Contact Person: Dan Culver

AEE Organizational Member: No

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Dan Culver: Five years as an EBTD trainer with Blue Heron Adventure Training; summitted on Mt. Everest; 3 years' experience as motivational speaker.

Patti Culver: M.Ed., University of British Columbia; degree in Clinical Counseling from University of British Columbia; 8 years as therapist in institutional and private practice; 2 years as EBTD trainer with Blue Heron Adventure Training.

Activities or Methods Most Commonly Used:

High and low ropes, rock climbing, initiatives, therapy-based facilitation, solos, written exercises.

Statement of Ethical Practices:

Empower others to be their best while operating all aspects of our business with total integrity.

Boston University Sargent Camp

RD #3
Peterborough, NH 03458
(603) 525-3311 phone
(603) 525-4151 fax

Each program is custom-designed according to prescribed goals, organizational assessment, and collaborative process with the client contact. Lodging is in "rustic chic" cabins with shared bath, with superb dining service. The beautiful natural setting is an ideal backdrop for promoting teamwork and productivity; programs typically take advantage of extensive adventure-based facilities, including many low elements and 2 high ropes courses. Special emphasis is placed on transfer of learning to the workplace, with follow-up encouraged to maximize program impact. The facility is available for use by outside consultants with their own client groups.

Contact Person: Kully Mindemann
AEE Organizational Member: Yes
Year EBTD Program Established: 1979
Percentage of Programming Time Spent on EBTD: 12%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Our associates are full-time EBTD consultants to corporations and other professional organizations. They specialize in team building, leadership training, and organizational change.

Activities or Methods Most Commonly Used:

Design and delivery in corporate assessment, goal setting, indoor and outdoor initiatives, small/large group discussion, and follow-up consultation as needed.

Statement of Ethical Practices:

We actively promote a philosophy of challenge by choice, whereby individuals are encouraged to participate fully in all aspects of the program, and are fully supported if they choose not to.

Bradford Woods Outdoor Leadership Center

5040 State Road 67 North
Martinsville, IN 46151
(317) 342-2915 phone
(317) 349-1086 fax

Bradford Woods is Indiana University's 2,400-acre outdoor center located between Indianapolis and Bloomington. Established for 40+ years, programs include environmental education, adventure challenge, residential camping programs, leadership programs, conference retreats, and executive education programs. Programs from 3 hours to 7 days in length are available to participating agencies.

Contact Person: Stuart G. Shepley
AEE Organizational Member: Yes
Year EBTD Program Established: 1988
Percentage of Programming Time Spent on EBTD: 15%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Stuart Shepley: M.S., Indiana University; 12 years' experience as a trainer, group facilitator, and consultant.

Jeff Liddle: M.S., Cortland; 3 years' experience as an outdoor leader, trainer, and group facilitator.

Phil Podsakoff: Ph.D., Indiana University; teaches and researches in organizational behavior and development. Fifteen years' experience as trainer, teacher, and consultant.

Activities or Methods Most Commonly Used:

Prime emphasis is spent on teams and team building. Predominant use of teams course and low ropes elements. High course facilities are available.

Statement of Ethical Practices:

Bradford Woods's prime focus in all programs is safety and preservation of the environment. Environmental themes are woven in business metaphors to emphasize that focus. Strong values and ethics base.

Breakthrough Associates, Inc.

P.O. Box 2101
Kingston, Ontario, Canada K7L 5J8
(613) 531-6731 phone
(613) 353-1670 fax

We offer off-site workshops from one-half- to 3-days in length for organizations seeking faster, more effective teams, fresh and creative ideas, and a new spirit of support, encouragement, and excitement among their employees. We have worked with groups from 8-200 in many locations across Canada. We maintain staff ratios of about 1:10 for small group activities, and all programs are custom designed to the needs of the group. Most programs include needs assessment interviews before the program and follow-up sessions back in the workplace after the program.

Contact Person: Ian Kilborn

AEE Organizational Member: No

Year EBTD Program Established: 1991

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Ian Kilborn, Bsc: Seven years' experience running outdoor and indoor adventure-based team development and leadership programs.

Dale Sutton, M.B.A.: Sixteen years' business management experience, specializing in strategic and business development and organizational design.

Activities or Methods Most Commonly Used:

Problem-solving initiatives, high ropes course elements, and/or wilderness trips are integrated with course room sessions to achieve an organization's goals.

Statement of Ethical Practices:

We believe in offering custom-designed programs using experiential training methods with a high emphasis on follow-up and transference to the workplace.

Breckenridge Outdoor Education Center

P.O. Box 697
Breckenridge, CO 80424
(303) 453-6422 phone
(303) 453-4676 fax

In the Professional Challenge Program at BOEC, our facilitators create activities that resemble challenges co-workers face in their professional lives. These experiences provide opportunities to examine the way that the group functions at work. With this understanding, co-workers and leaders gain insights into how to most effectively utilize the resources of the group to increase productivity. These shared experiences create new perceptions and heightened teamwork within the group.

Contact Person: George Ensign
AEE Organizational Member: Yes
Year EBTD Program Established: 1990
Percentage of Programming Time Spent on EBTD: 25%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

George A. Ensign: Director of Professional Challenge, BOEC. Sales, marketing, manufacturing, and general management in Fortune 500 and in small company. Training and performance development consultant with European and American firms.

Scott E. Ingram: Executive director, BOEC. Hired and supervised over 1,000 people in his career. Currently leads a staff of 18 and manages a $500,000-budget.

Mark H. Chandler: Program director, BOEC. First Lieutenant U.S. Army. Trained teams ranging from software manufacturers to Army soldiers. Currently supervises a staff of 10.

Activities or Methods Most Commonly Used:

Activities are selected in partnership with the client and may include team-building initiatives, ropes courses, rock climbing, rappelling, and orienteering.

Statement of Ethical Practices:

Activities are designed to reflect participants' ages, physical condition, and previous experience. Participants choose the activities in which they wish to take part. Philosophy of challenge by choice is the operating methodology.

Butzel Conference Center and S.T.E.P.S.

6600 West Maple Road
West Bloomfield, MI 48322
(313) 661-0600 Butzel Conference Center phone
(313) 971-7470 S.T.E.P.S. phone

Team building, problem solving, and group communication. Through a series of adventure games and ground-level group initiative obstacles, participants will be invited to explore teamwork strategies and demonstrate for themselves the importance of planning, cooperation, and communication in pursuit of common goals. Success will depend not only upon individual strengths, but also upon creativity, tenacity, strategic planning, shared risk-taking, the allocation of group resources, and the ability of the group to create a climate in which individuals are able to trust each other and in which each member's contributions are recognized and valued.

Contact People:

Elliot Sorkin, Butzel Conference Center
David Brassfield, S.T.E.P.S.

AEE Organizational Member: Yes
Year EBTD Program Established: 1978
Percentage of Programming Time Spent on EBTD:
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

David Brassfield: M.A., University of Michigan. Taught at University of Michigan for 10 years. For 8 years, has been facilitator at Adventure Challenge course of Butzel Conference Center and Camp Maas. Formed S.T.E.P.S. 2 years ago, a company which manages and provides facilitators for the 2 above-mentioned courses.

Activities or Methods Most Commonly Used:

Groups may do programs of their own design on on-site, adult adventure, challenge course, or S.T.E.P.S. will facilitate groups on course and custom design programs.

Statement of Ethical Practices:

Our programs are based on challenge by choice. An individual's right to refuse to do an activity, or complete an activity for any reason is respected.

California Wilderness Trainings

72892 Willow Street
Palm Desert, CA 92260
(619) 341-2004 phone
(619) 341-4006 fax

We design and operate leadership and team development programs which utilize an experiential approach to learning and change. After assessing client needs and goals, we design activities which support exploration, discovery, and development of strategies to achieve those goals. Programs range from one to 3 days and we work with in-line work teams, medium- and top-level management teams, and top-level executive teams.

We emphasize innovative and creative problem solving and resource utilization and encourage high levels of commitment from leaders and team members. We encourage appropriate risk taking, willingness to discover and explore new possibilities, and a readiness to face challenges and changes.

Contact People: Gail Martin-Mauser and George Martin-Mauser
AEE Organizational Member: Yes
Year EBTD Program Established: 1979
Percentage of Programming Time Spent on EBTD: 100%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Gail Martin-Mauser: M.A. in Experiential Education, University of Colorado; instructor, American University; instructor, Outward Bound; director, Wilderness Challenge Program; member Board of Directors AEE; co-founder, owner, California Wilderness Trainings.

George Martin-Mauser: B.A., U.C.L.A.; Graduate work leading to California Teaching Credential; co-founder, owner, of California Wilderness Trainings; focuses on team development and leadership for corporations.

Activities or Methods Most Commonly Used:

Accelerated learning initiatives, low and high ropes course elements, rock climbing, hiking, and orienteering as activities which support the values and goals of the clients.

Statement of Ethical Practices:

CWT operates a supportive program that respects the personal choices of each individual while simultaneously championing that person to be the best she/he can be.

Career Resources, Inc.

34 North Main Street, Suite 1245
Dayton, OH 45402
(513) 223-8000 phone
(513) 223-8084 fax

We offer programs that are customized to meet the specific needs and dynamics of organizations. We base this on extensive up-front profiling and surveying. Areas of programming include team building, communications, trust, group decision making, and creative problem solving. We use classroom, experiential, high ropes, and adventure arenas. Many of our activities are highly portable and can be offered in most areas or facilities. We strive for transportability of learning to the workplace.

Contact People: Pat Rider, Craig Rider, and Michael Ettinger
AEE Organizational Member: Yes
Year EBTD Program Established: 1986
Percentage of Programming Time Spent on EBTD: 60%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Craig Rider: M.S., Counseling and Guidance; 17 years' training and human resources.
Pat Rider: B.A., Education; 12 years' training and human resources; 3 years' teaching.
Michael Ettinger: M.A., Psychology; 7 years' training and human resources.

Activities or Methods Most Commonly Used:

Utilize indoor, outdoor, low ropes, and high-adventure activities, depending on needs and desires of group.

Statement of Ethical Practices:

Career Resources is committed to helping organizations and individuals identify strengths, value differences, and develop effective team skills. All participation is challenge by choice. Every individual is nutured.

Catalyst Consulting Team

P.O. Box 1389
Soquel, CA 95073
(408) 479-0222 phone
(408) 479-0395 fax

We provide state-of-the-art consulting and training services that focus on leadership effectiveness, high-performance team development, and individual and organizational learning. Our customized outdoor and indoor simulations are designed to examine unique business challenges and to transfer key learning to your workplace. We are known for the beauty and diversity of our on-site ropes course, located in the California redwoods. We are skilled at planning and conducting international programs, including a 5-day wilderness program for leadership excellence. Our clients tell us that an outcome of working with us is their ability to continue their own development using the tools we provide.

Contact People: Bill Underwood and Ann Moreira, consultants
AEE Organizational Member: Yes
Year EBTD Program Established: 1987
Percentage of Programming Time Spent on EBTD: 60%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Bill Underwood: Principal and co-founder of Catalyst Consulting Team; pioneer in field of using outdoor simulations for corporate training; 17 years' experience as a designer and facilitator of innovative and powerful training programs and as organizational development process consultant.

Patricia Dillingham: Program consultant; Master's in Behavioral Science; 12 years experience as a developer, director, and consultant in personal and organizational development with emphasis on experiential and interactive training designs.

Trish Silber: Principal of Catalyst Consulting Team; operates Washington, D.C. office; Master's in Business with additional graduate work in organizational behavior; over 12 years experience in organization and management development and human resource management.

Activities or Methods Most Commonly Used:

Our services include organizational consulting, individual coaching and design, and delivery of team and leadership development programs.

Statement of Ethical Practices:

Internally we operate as a team, practicing and testing the same concepts we teach. Our business practices reflect our vision of partnership with clients and creating something of lasting value.

The Center For Corporate Teambuilding

R.R. 2, Box 311
Brookston, IN 47923
(317) 564-2898 phone
(317) 564-3210 fax

The Center designs experiential programs that seek to serve a variety of not-for-profit organizations, educational institutions, and corporate clients by delivering carefully tailored programs. We recognize each organization's own unique structure, culture, team development needs, and goals by utilizing consultants who conduct needs-assessment sessions with the organization. This targeted information becomes an important tool in planning each organization's experience. The program on-site (one day up to 5 days) is delivered through a variety of outdoor cooperative and problem-solving initiatives, a high ropes course, debrief sessions, and indoor classroom work. Evaluation, goal setting, and follow-up are important elements.

Contact People: Simon Spiller, director
Cindy Koch, assistant director
Kyle Otten, ropes course supervisor

AEE Organizational Member: No

Year EBTD Program Established: 1989

Percentage of Programming Time Spent on EBTD: 80%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Simon Spiller: Facilitator, trainer, and director of the Center for 2 years. Simon was a training officer with the elite British Parachute Regiment, and a government trainer in team development.

Activities or Methods Most Commonly Used:

Group challenge course, i.e., teams course; high ropes course; debriefing/processing; some classroom work, i.e., goal setting, organizational development work; needs assessment accomplished by consultants.

Statement of Ethical Practices:

Challenge by choice. Participants must determine for themselves the degree of involvement with which they are comfortable. They are more aware of their limitations than we are.

Center for Creative Leadership

8910 University Center Lane, 10th Floor
San Diego, CA 92122-1085
(619) 453-4774 phone
(619) 453-6154 fax

CCL is an international, non-profit, educational institution dedicated to developing the effectiveness of leaders and teams from many different environments. Our efforts include enhancement of individual self-awareness as well as improvement in vital leadership skills. Additional locations: Greensboro, North Carolina; Colorado Springs, Colorado; and Brussels, Belgium.

CCL offers a wide variety of programs focusing on leadership and creativity. In our program offerings, participants receive feedback on their strengths and weaknesses and have the opportunity to practice new behaviors and skills. An affirming and confidential environment, combined with proven instruction methods, encourages retention and self-improvement long after the program ends. CCL offers both public enrollment and contract programs.

Contact People: David Agran and Wendy Perrigo

AEE Organizational Member: Yes

Year EBTD Program Established: 1987

Percentage of Programming Time Spent on EBTD: 30%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

David Agran, Manager: B.A. in Economics, University of New Hampshire; San Diego Leadership and Team Problem Solving (LTPS) program; completed graduate work at the University of San Diego in Educational Leadership; 9 years with Outward Bound; 3 years as the director of Professional Development.

Henry Browning, Manager: M.B.A., University of Colorado; Colorado Springs LTPS; has worked for several nationally recognized experiential training organizations.

George Sweazey, Manager: M.B.A., George Washington University; At the Greensboro site, senior program associate with the Center; 15 years' experience in designing and conducting programs that focus on both individual and small-group effectiveness.

Activities or Methods Most Commonly Used:

CCL utilizes low-level, group problem-solving activities as one component from an array of educational methodologies that enhance management, leadership, and team development.

Statement of Ethical Practices:

We uphold the standards and values of the American Psychological Association. Our values include: our work should serve society; our mission and our clients deserve our best; and our organization should be a good place to work.

The Center for Organization Effectiveness

Aurora University at Waukegan
11 North Genesee Street
Waukegan, IL 60085
(708) 662-0100 phone
(708) 662-0147 fax

The Center for Organization Effectiveness is a not-for-profit business consultation arm of New College of Aurora University, created solely to serve the educational and development needs of organizations. The Center aims to provide clients with the tools to become self-developing organizations; it is our belief that real solutions must arise from within the clients themselves. The Center remains steadfastly client-centered with a commitment to each individual client as a unique organizational entity with specific needs that require customized solutions and flexible service. The Center maintains a teams challenge course at George Williams Educational Center at Lake Geneva, Wisconsin. COE's services include assessment, training and development design and delivery, process facilitation, and team building.

Contact People: Dr. Robin E. Lester, Dr. Ronald Ramer, and Jolene M. Wagner

AEE Organizational Member: Yes

Year EBTD Program Established: 1986

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Robin E. Lester: Ph.D., Stanford University; B.A. and M.A., Northwestern University; associate professor, New College; provider of training, organization development, and research services centering around issues of team building, leadership, and quality program implementation.

Ronald Ramer: Ph.D., Syracuse University; director of Continuing Education; specialization in assessment, research, and team building; 10 years' experience as a management consultant.

Activities or Methods Most Commonly Used:

We include high-impact learning experiences, combined with discussion, evaluation, and reflection for maximum effectiveness and long-term retention.

Statement of Ethical Practices:

The Center is committed to delivering educational and development programs at the lowest possible cost consistent with high quality that meet the diverse and constantly changing needs facing employees, employers, and business in general.

Charlotte Outdoor Adventure Center, Inc.

2601 East Seventh Street
Charlotte, NC 28204
(704) 334-4631 phone
(704) 332-7551 fax

The Charlotte Outdoor Adventure Center, Inc., is a regional leader in providing custom-designed corporate team training, leadership development, and personal challenge programs. Thousands of people have taken part in our innovative programs offered on-site in Charlotte and internationally through our mobile program. Our highly qualified facilitators specialize in working with all levels in the corporate structure, from wage roll to top management. We also design and construct challenge courses and offer a "Train the Trainer" program based on an organization's goals.

Contact People: Brian Capron, Linda Chapman-Capron, Janice Millward, and Jameson Greiner

AEE Organizational Member: Yes

Year EBTD Program Established: 1980

Percentage of Programming Time Spent on EBTD: 95%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Linda Chapman-Capron: Master's in Counseling, Winthrop; 21 years' experience in organizational development, program development, middle- and upper-level management, and counseling; 8 years' training public and private sector.

Brian Capron: Master's in Counseling, UNCC; 5 years' management and training; 13 years' implementing group and personal growth experiences for youths, families, and special populations.

Janice Millward: Master's in Industrial/Organizational Psychology, UNCC; 3 years' traditional and experiential training.

Activities or Methods Most Commonly Used:

The majority include group initiatives and high ropes challenges. Classroom training and adventure-based trips in custom-designed programs.

Statement of Ethical Practices:

We are committed to facilitating high-quality personal and group development experiences, emphasizing challenge by choice. Our values are integrity, professionalism, accountability, flexibility, empowerment, continuous improvement, diversity, and customer focus.

Common Ground Adventures, Inc.

120 DeFreest Drive
RPI Technology Park
Troy, NY 12180
(518) 283-0048 phone
(518) 283-0120 fax

Common Ground Adventures, Inc., is a national organizational development, consulting, management training firm, headquartered in upstate New York. We use a variety of disciplines to help manage the business of change, build strong teams, develop leaders, and gain ownership of goals. Our specialties are needs assessment, intervention design, team building, consulting to management, the effective facilitation of groups, and the customized development of training programs for relevancy to your work situation.

We have worked with clients from a variety of industries, such as General Electric, NYNEX, Stanley Works World Headquarters, BASF Corp., UAW-Ford Motor Co., ASTD, and many others.

Our senior consulting team is comprised of professionals with hands-on experience as managers in the business world.

Contact Person: Lilly Hewitt, president and owner

AEE Organizational Member: No

Year EBTD Program Established: 1989

Percentage of Programming Time Spent on Experience-based Training and Development: 60%

Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Lilly Hewitt: Master's in Organization and Management, Antioch University; prior experience with Executive Challenge, Boston University, as a lead consultant; 16 years' training and development experience, including member of senior management team of national manufacturing company.

Bob DiMauro: Senior consultant; Master's from NTL in HRD.; graduate of Williams College Executive Program; author of *Downsizing*; 18 years as trainer and HR manager, including director of management training for New York Telephone.

Ann McLaughlin: Senior consultant; Master's, Teachers College, Columbia University; 20 years' experience in corporate training and development; formerly with NYNEX Corp.; held a variety of HR and sales positions, including labor relations, EEO, and training of trainers.

Activities or Methods Most Commonly Used:

Needs assessment, written and in person; process consultation, customized adventure-based learning (warm-ups, trust building, problem-solving initiatives, low challenge, some high challenge); cognitive teaching; and on-the-job coaching.

Statement of Ethical Practices:

We believe that the ethical use of adventure in organizations considers the larger system and involves the client as partner. Learning must transfer to the workplace and offer actionable solutions.

Corporate Adventure Training Institute

Brock University
St. Catharines, Ontario, Canada L2S 3A1
(416) 688-5550, ext. 3120 phone
(416) 688-0541 fax

CATI is a non-profit research center of excellence that provides EBTD programs to corporations in Canada and "Train the Trainer" programs to organizations around the world. Additional services include research and evaluation projects, program safety and educational effectiveness audits, and the building of collaborative partnerships between adventure providers and corporate consumers of EBTD. So far, we have offered these services in Australia, Canada, Europe, Hong Kong, Indonesia, Ireland, Latin America, Malaysia, New Zealand, Singapore, Taiwan, the United Kingdom, and the U.S.A.

Contact People: Tim Dixon and Simon Priest

AEE Organizational Member: Yes

Year EBTD Program Established: 1989

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Simon Priest: Ph.D. in Outdoor Adventure, Research, and Statistics; 15 years as facilitator of experiential programs; awarded 2 visiting fellowships as a professor in Australia and Britain by being selected as the leading international expert on outdoor education.

Tim Dixon: Dual degrees in Outdoor Adventure and Psychology; 10 years as facilitator of experiential programs.

Kimberley Klint: Ph.D. in Social Psychology, Research, and Statistics; 5 years as facilitator of corporate programs, 10 years as a sport psychologist/motivational coach.

Activities or Methods Most Commonly Used:

CATI employs the usual collection of challenging activities, coupled with third, fourth, and fifth generational facilitation techniques: funneling, frontloading, and framing. The vast majority of programs utilize metaphoric and isomorphic frameworks.

Statement of Ethical Practices:

CATI adheres to the ethical principles associated with *Safety Practices in Adventure Programming* (by Priest & Dixon, 1990, AEE), and conducts research under the protocols of Brock University and the American Psychological Association. We utilize challenge by choice and full valuation of others.

Corporate Challenge, Inc.

514 East 40th Street
Austin, TX 78751-5104
(512) 454-2991 phone
(512) 454-6404 fax

Corporate Challenge uses an experiential learning approach, utilizing current theory and research in group dynamics, including a variety of both indoor and outdoor media. The work has a particular emphasis on feedback between group members, and thus, it incorporates a large degree of personal challenge in not only physical but also mental and emotional arenas.

Corporate Challenge recognizes the need for the work-unit to develop into a more effective, collaborative, problem-solving team which has specific goals to achieve. To effectively impact the organizational setting, we design group experiences which recognize both the social processes and the task processes for the group. The idea of participative management is strongly encouraged.

Contact Person: Joel Cryer, director

AEE Organizational Member: Yes

Year EBTD Program Established: 1985

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Joel Cryer: B.A., University of Texas; 20 years in experiential education field; last 9 years with Corporate Challenge, developing successful management development programs for corporations world-wide. Emphasis: effective leadership, building teams, participatory management.

Roy Holley: B.A., Freed-Hardman College. Twelve years with Federal Express; managing director responsible for 800+ employees, and Federal Express Leadership Institute instructor. Emphasis: diversity, total quality management, managing for innovation.

Bill McBride: M.B.A., University of Texas; 15 years in Human Resources departments at Motorola, Advanced Micro Devices, Dell Computer. Emphasis: strategic planning, innovative organizational practices.

Activities or Methods Most Commonly Used:

Programs are designed using simulations, initiative activities, backpacking, whitewater rafting, ropes courses, rock climbing, mountaineering, or open-ocean sailing.

Statement of Ethical Practices:

We respect the incorporation of professional and industry standards and ethics into the design and implementation of our programs. We deliver all services to our clients as planned and previously agreed upon.

Corporate Institute

Bloomsburg University
Bloomsburg, PA 17815
(717) 389-4466 phone
(717) 389-2095 fax

Major emphasis is on team building and conflict resolution, utilizing task-oriented problem solving, reflecting issues groups are dealing with in the work environment, i.e., trust, collaboration, giving and asking for support, empowerment of employees and colleagues, and camaraderie. Success is achieved through the highly participative nature of training, skilled processing, and follow-up work with each group. Training occurs outdoors and indoors.

Now in 19th year of operation. Senior staff were instrumental in developing team-building and leadership programs in industry, Outward Bound, and academia. Training is provided to line and staff management teams in the profit and non-profit sector. Clients include major industrial corporations, financial investment groups, hospitals, universities, school faculties, and small businesses.

Contact People: Roy Smith, director, and Tom Burkiewicz

AEE Organizational Member: Yes

Year EBTD Program Established: 1985

Percentage of Programming Time Spent on EBTD: 90%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Roy H. Smith: Graduate studies Yale University School of Organization and Management; 20 years' experience with EBTD programs, including Outward Bound, as director, consultant, and trainer; lectures nationally on team-building themes.

Robert Wislock: Master's in Labor Relations; training specialist in human resources and labor relations; training manager with TRW, Inc., and Pennsylvania Blue Shield.

Dennis Morris: Master's degree, Marywood College; 10 years' experience with conflict resolution; extensive team-building experience with profit and non-profit sectors; psychotherapist; clinical director family counseling; associate of Academy of Family Mediators.

Activities or Methods Most Commonly Used:

Highly interactive team-building activities: initiative problems, low and high ropes courses, rock climbing, rafting, etc.

Statement of Ethical Practices:

Training emphasizes interdependency of personal and professional development. Training goals are shared with participants.

Cradlerock Outdoor Network, Inc.

P.O. Box 1431
Princeton, NJ 08542
(609) 924-2919 phone
(609) 466-0234 fax

A full-service adventure-based training company since 1984, Cradlerock has provided training, consulting, and program design services for hundreds of organizations. Our clients range from divisions of large corporations such as AT&T, Johnson & Johnson, Motorola, International Paper, Chubb & Sons, et al., to small businesses, educational institutions, and non-profit organizations. More specifically, we offer: half-day program samplers; one- to 5-day training programs; safe, reliable programming at convenient course sites throughout the U.S.A., the U.K., and the Caribbean; temporary courses installed on site for specific events; permanent course design, construction, and maintenance; and staff training and safety consulting.

Contact People: Warren P. Elmer III and George K. Chewning

AEE Organizational Member: Yes

Year EBTD Program Established: 1984

Percentage of Programming Time Spent on EBTD: 35%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Warren P. Elmer: Degree in Sociology, Princeton University; 20 years' experience in experiential-based training and development; provided adventure-based training for numerous not-for-profit organizations before starting his own business.

George K. Chewning: M.A. in Human Resources Administration, Rider College; over 15 years' diverse experience in human resource management, with a strong emphasis on organizational development training.

Patrick Farrell: Degree from Princeton University; has done extensive consulting in the non-profit sector; designed and facilitated experience-based training programs for major Fortune 500 corporations.

Activities or Methods Most Commonly Used:

Cradlerock's experiential training activities include primary experiences in the outdoors, from team-building initiatives to personal challenge elements and wilderness retreats.

Statement of Ethical Practices:

Cradlerock's continued growth and success are testimony to our respect for our clients' personal and institutional objectives, our concern for their safety, and our ability to consistently provide productive and enjoyable learning experiences.

Duke University Creative Learning Center

331 West Main Street, Suite 301
Durham, NC 27701
(919) 682-3993 phone
(919) 688-7055 fax

The Duke University Creative Learning Center (CLC) provides high-quality programs by combining traditional organizational development techniques with innovative experiential programming. All programs are custom designed to assure our client's specific business needs are met. These programs typically address issues such as communication, partnerships, leadership development, problem solving, and strategic planning.

All CLC staff have graduate or postgraduate degrees with expertise in business, T & OD, or outdoor leadership. Programs are provided on site or locally, depending on client needs. Working closely with the Fuqua School of Business, programs can be designed to integrate EBTD into week-long management training seminars.

Contact Person: Gordon Caudle

AEE Organizational Member: Yes

Year EBTD Program Established: 1989

Percentage of Programming Time Spent on EBTD: 75%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Gordon Caudle: B.A., Duke University; M.B.A., University of North Carolina, Chapel Hill; 10 years' EBTD facilitation; 6 years as instructor with Outward Bound.

Kathleen Jackson: B.A., Virginia Polytechnic Institute; M.A., University of South Florida; 5 years as T & OD consultant; 11 years' management experience.

William Slebos: B.A., University of North Carolina, Chapel Hill; senior management consultant, Duke University Training and Organizational Development; 18 years in T & OD; adjunct staff, Center for Creative Leadership.

Activities or Methods Most Commonly Used:

Initiative exercises, trust experiences, high and low ropes courses, classroom and outdoor simulations, rock climbing, rafting, backpacking.

Statement of Ethical Practices:

The CLC is committed to providing high-quality learning experiences with a high priority placed on the physical safety as well as on the psychological well-being of each participant.

Edgework Associates

133 East De La Guerra, Suite 260
Santa Barbara, CA 93101
(805) 568-3924 phone
(805) 963-5039 fax

Edgework Associates is a training and consulting firm dedicated to helping corporations and businesses expand their performance edge by improving teamwork and quality, promoting leadership, and managing change and chaos.

We just don't deliver ropes course experiences! Instead, we integrate state-of-the-art, organizational development topics and strategies with experiential challenges in our indoor and outdoor seminars. The ideas of current organizational authors come alive with this approach.

Edgework Associates is unique in how we process your experience, so what you learn in the field returns to the workplace to create high-performing teams. Programs are conducted year-round in our Santa Barbara resort setting and other resort/retreat sites nationwide.

Contact Person: Dr. Relly Nadler, president

AEE Organizational Member: No

Year EBTD Program Established: 1987

Percentage of Programming Time Spent on EBTD: 80%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Dr. Relly Nadler is a licensed psychologist, who has been designing and implementing outdoor experiential trainings since 1974. He is co-author of *Processing the Adventure Experience*, a book for trainers to help transfer and generalize the experience.

The other associates are top business consultants and ropes course facilitators.

Activities or Methods Most Commonly Used:

Needs assessments, organizational assessments, individual strength inventories, ropes courses and adventure challenges, cognitive course work, action plans, and ongoing research and follow-up consultations.

Statement of Ethical Practices:

We value and respect the needs and uniqueness of each individual and team we work with. All activities are safe and incorporate current and standard safety procedures. We deliver only quality programs, where the staff are highly competent in both indoor and outdoor training.

Educational Design Associates

P.O. Box 3014
Bellingham, WA 98227
(206) 671-6056 phone

Educational Design Associates is dedicated to helping individuals and organizations do their work better. We primarily serve groups of educators, providing trainings which renew their sense of purpose, improve their work relationships, and give them a greater range of tools with which to work.

The trainings we provide are custom designed to suit the needs of the client group or organizations. We make it our business to ensure that every training is both dynamic and useful. Our specialties are in creative conflict management, in collaborative leadership, and in applying human ecology to interpersonal understanding. However, we gladly innovate to address specific needs.

Contact Person: Daniel Kirkpatrick

AEE Organizational Member: No

Year EBTD Program Established: 1990

Percentage of Programming Time Spent on EBTD: 40%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Daniel Kirkpatrick has provided experiential trainings for educators and others since 1987. His style is both thoughtful and playful; his passions are in applying psychotherapeutic methods and in incorporating ecological awareness.

Other facilitators are brought in when necessary and/or appropriate.

Activities or Methods Most Commonly Used:

Our trainings are often indoors, and include awareness activities, problem-solving initiatives, and communication games. We also employ challenge courses.

Statement of Ethical Practices:

Our work is rooted in respect for individual differences and for personal choices. We also honor cultural differences and the integrity of the natural world as fully as possible.

Equinox Training, Inc.

P.O. Box 429
Park Ridge, NJ 07656
(201) 476-9050 phone
(201) 476-9048 fax

Equinox Training, Inc., is dedicated to behavioral change. Our task is to create experiences and environments that allow participants to learn about themselves and others, try out new behaviors, and develop long-term strategies for change.

The majority of our programs are a blending of both cognitive and experiential activities. Classroom sessions provide participants with a common language—it is this groundwork and structure that maximizes the experiential components.

Equinox custom designs programs to meet a wide variety of objectives, including team building, leadership development, quality management, and communications skills.

Contact People: Phil Nimtz, president
Susan Kohm, vice president, Sales and Marketing

AEE Organizational Member: Yes

Year EBTD Program Established: 1992

Percentage of Programming Time Spent on EBTD: 70%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Phil Nimtz: B.A. in Psychology, Rutgers; 15 years in experiential/adventure training field; former Director of Training, Cradlerock Outdoor Network; treasurer, mid-Atlantic AEE.

Activities or Methods Most Commonly Used:

Low and high ropes, rock climbing, games, group problem-solving, role playing, improvisational acting, intermittent classroom sessions.

Statement of Ethical Practices:

The value in experiential training lies in lessons learned and changed behaviors. We strive to create environments which encourage participants to exceed limitations while maintaining personal control of the level of risk.

EverGreen Empowerment Center

13725 Starr Commonwealth Road
Albion, MI 49224
(800) 837-5591 phone
(517) 629-5591 fax

EverGreen is a program of Starr Commonwealth, Albion, Michigan, that is dedicated to helping organizations achieve ongoing success by empowering their human resources. We create powerful opportunities for real and lasting change in attitudes and behaviors for individuals, teams, and the entire organization.

EverGreen offers a continuum of services that is customized to fit clients' needs. These services cover 3 broad categories: Consultation, Focused Workshops, and Intensive Residential Programs (retreats) of 2 to 4 days in duration.

Contact People: John Barrett and Bill Port

AEE Organizational Member: Yes

Year EBTD Program Established: 1992

Percentage of Programming Time Spent on EBTD: 75%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

John Barrett: Honors Degree in Psychology, Australian National University; worked 3 years with Outward Bound, Australia, in their Corporate Development and Management Training programs.

Bill Port: Bachelor of Business, Western Michigan University; 10 years in adventure education; established Starr Commonwealth Adventure Education Program; graduate student at Western Michigan University in Human Resource Development.

Activities or Methods Most Commonly Used:

An eclectic blend of methodologies, including experiential learning, accelerated learning, action learning, simulations, and traditional training.

Statement of Ethical Practices:

EverGreen's philosophy is empowerment. We believe that the development process is fundamentally the clients'. Our role is to safely facilitate this growth by providing the necessary opportunities, focus, support, and structures.

EXCEL

Touch of Nature
Southern Illinois University at Carbondale
Carbondale, IL 62901-6623
(618) 453-1121 phone
(618) 453-1188 fax

Southern Illinois University at Carbondale is home to Touch of Nature Environmental Center, a unique center for experiential learning. EXCEL utilizes this private, 3,100-acre wilderness campus, a new conference center, and a staff of experiential trainers and consultants to custom design leadership, team-building, and organizational development trainings both on and off campus. EXCEL uses hands-on, group problem solving, ropes courses, and other structured experiences to impel individuals and organizations to take risks, to lead, and to excel. EXCEL has worked with such diverse groups as Cook County Probation in Chicago, the U.S. President's Management Institute, and Anheuser-Busch, Inc.

Contact Person: Ted Wichmann, Ph.D., associate director

AEE Organizational Member: Yes

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Ted Wichmann has a Ph.D. in Educational Psychology. He teaches professional development in SIUC's M.B.A. Program. He has 18 years' experience as an experiential educator with 4 years in EBTD.

Activities or Methods Most Commonly Used:

EXCEL combines self-assessment through interviews and such tools as the M.B.T.I., with experiential training via team initiatives, high ropes courses, rock climbing, and wilderness expeditions.

Statement of Ethical Practices:

EXCEL operates within the guidelines of SIUC. We promote non-discrimination and diversity in all practices. Activities are designed for physical and emotional safety and are based upon challenge by choice.

Executive Edge

3511 Verde Valley School Road
Sedona, AZ 86336
(602) 284-0918 phone

Executive Edge delivers outstanding experience-based management and organizational development programs to businesses worldwide. Cutting-edge programs integrate current team, leadership, and management theory and assessment tools with experiential learning methods, fun, and adventure to deliver custom programs. Executive Edge develops transformational leaders, builds high-performance teams, and produces global managers. We offer one-half- to 6-day wilderness, outdoor-centered, and indoor training programs; temporary, no-impact ropes courses installed on-site; exciting experiential elements to complement conventions and retreats; and permanent, year-round resort/retreat sites in Arizona, Ohio, and Australia. We specialize in international and cross-cultural management issues.

Contact Person: Jim Willis
AEE Organizational Member: Yes
Year EBTD Program Established: 1990
Percentage of Programming Time Spent on Experience-based Training and Development: 100%
Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Principals hold advanced degrees in Management from "Thunderbird" and Johns Hopkins University, and experience in international business. Seven years' experience delivering management development programs. Thirty-one years combined as experiential educators.

Activities or Methods Most Commonly Used:

Custom programs utilizing portable/permanent, indoor/outdoor ropes course and group initiatives; up-front needs analysis; MBTI, DISC, TDI; observer-based assessments; corporate responsibility/community service follow-ups.

Statement of Ethical Practices:

Programs provide tools for personal and team empowerment. Facilitators emphasize physical/emotional safety, choice, communication, and participant-generated learning that is transferable to the workplace and applicable to unique team/corporate culture!

Executive Expeditions

131 Village Parkway, Suite 4
Marietta, GA 30067
(404) 951-2173 phone
(404) 951-0437 fax

Much of our work revolves around executive development, leadership development, team and organizational development processes, and management development (such as coaching time to market, team leadership).

Contact Person: Cynthia A. McEwen
AEE Organizational Member: Yes
Year EBTD Program Established: 1980
Percentage of Programming Time Spent on EBTD: 60%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

John Schmidt has designed and facilitated over 250 developmental sessions, primarily in executive/management/organizational development. He was KPMG Consulting

Practice Manager for 8 years, has an M.B.A., and has 20 years' experience in and with corporations.

Terry Tipple's Ph.D. dissertation created an objective, flexible, and comprehensive framework for designing, benchmarking, and evaluating organization-specific developmental processes/programs. He has 15 years' experience leading/facilitating complex problem-solving and developmental sessions.

Activities or Methods Most Commonly Used:

Simulations; activities; theoretical-based interactive work sessions; feedback; data-driven instruments.

Statement of Ethical Practices:

Our standard is to translate strategy, then align all relevant contextual content and process factors into a cohesive, organization-specific program that intentionally communicates a few key central messages.

Executive Team Challenge

3225 Broadmoor Valley Road
Colorado Springs, CO 80906
(719) 576-4600 phone
(800) 821-8751 phone

The Executive Team Challenge (ETC) sets your organization apart from all others. We offer a variety of exciting and educational activities which make your development experience complete. Choose from orienteering, mountain biking, whitewater rafting, challenge ropes course, and more.

The ETC commands discovery of new ways to solve problems and allows practice of skills needed to improve communication, teamwork, and leadership. Carefully sequenced initiatives explore self-imposed boundaries and action plans. Expert facilitators engage groups in discussions relating activities to the workplace. Teams leave with an understanding of each other and how they as individuals can best support the organization.

Contact People: Kris Brekke and Donna Linn
AEE Organizational Member: Yes
Year EBTD Program Established: 1991
Percentage of Programming Time Spent on EBTD: 100%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

The Executive Team Challenge's broad resource base allows us to meet the client's needs by contracting facilitators who have more than 5 years' experience, diverse educational backgrounds, and EMT training.

Activities or Methods Most Commonly Used:

All programs are custom designed to meet client's needs. Specific leadership models are accommodated by using specialized contract facilitators.

Statement of Ethical Practices:

Our clients are our number-one priority. Before any program, we speak with participants to alleviate anxieties and to assess needs. We believe strongly in full value and challenge by choice.

Experiential Designs

1218 Leavenworth St.
San Francisco, CA 94109
(415) 346-7713 phone

Initially, before we begin the program, we conduct a needs assessment to determine the plan of action (activities) for the organization. Most of our programs run from one to three days. Generally, the mornings consist of several short initiative games while the afternoons are devoted to one long activity and debriefing. After the program follow-up, surveys are conducted.

Contact People: Ellen Brownfain and Steve Hills
AEE Organizational Member: No
Year EBTD Program Established: 1992
Percentage of Programming Time Spent on EBTD: 75%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Ellen Brownfain: Master's in Education; undergraduate and graduate work in psychology and organizational development; has worked in outdoor/experiential education for over 10 years (instructor, program director).

Steve Hills: Master's in Organizational Behavior; undergraduate work in psychology; has worked as a consultant for several years.

Activities or Methods Most Commonly Used:

Initiative games; orienteering, gaming simulations, rock climbing. Other activities as suggested by the client.

Statement of Ethical Practices:

We use experiential activities to focus on teambulding/leadership skills and to develop an awareness and understanding of diversity in the workforce.

Experiential Learning Institute

P.O. Box 11137
Oklahoma City, OK 73136
(405) 427-4724 phone
(405) 427-4703 fax

ELI combines the professional knowledge and expertise of its experienced principals (in business, education, and behavioral sciences) with integrated, activity-based learning technologies to tailor comprehensive and longer-term plans for organizational and leadership transformation internationally. ELI helps organizations to turn ideas of change into action through experiential approaches that add interest, fun, and challenge to the learning and behavior-change objectives. Assessments, baseline measures, tailored strategic plans, expert facilitation and ongoing coaching, and outcome accountability have characterized ELI's approach.

Contact People: Dr. Mark Weaver, Dr. Cappy Leland, and Dr. Nancy Fontenot
AEE Organizational Member: Yes
Year EBTD Program Established: 1989
Percentage of Programming Time Spent on EBTD: 80%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Dr. Weaver: Ph.D. in Psychology, Utah State University; 6 years' experience with ELI and the Corporate Assistance Program; 15 years in health care settings.

Dr. Leland: Ed.D., Oklahoma State University; CEO of hospital for 3 years; 15 years as principal of Corporate Assistance Program.

D. Fontenot: M.B.A. and Ph.D. in Business Education, University of Oklahoma; faculty member at Oklahoma City University Business School; research and consulting in private sector for 4 years.

Activities or Methods Most Commonly Used:

Written assessments and analysis of organizational culture and employee interpersonal, cognitive, and leadership styles. Indoor (70%) and outdoor (30%) problem solving, initiatives, simulation, and challenge course retreats and on-site modules. Ongoing coaching and consultation. Strategic Quality Management tools.

Statement of Ethical Practices:

Adherence to guidelines and codes from professional psychology and AEE. Written contracts with clients about expected outcomes and program limitations. Accountability through outcome measures and published client list.

Experiential Resources

9500 Collett Road, #25
Waynesville, OH 45068
(513) 488-2401 phone

Experiential Resources provides activities to promote team building, leadership, or other expressed needs of each client. Every program is designed to meet those needs. Working with other consultants, we have integrated experiential programming to give practical application to organizational philosophies, such as TQM and CQI, and other training formats, such as the MBTI. Other strengths include programs on conflict resolution, large-group recreation, and ability to provide activities on site or training locations with limited resources.

Contact Person: Gus Denzik

AEE Organizational Member: No

Year EBTD Program Established: 1991

Percentage of Programming Time Spent on Experience-based Training and Development: 75%

Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Gus Denzik: finishing M.A., Wright State University; 6 years working with various corporations in organizational team development; 4 years as experiential consultant to other consultants.

Activities or Methods Most Commonly Used:

Activities include high/low ropes course, initiative games, classroom challenges, and other adventure-based programming.

Statement of Ethical Practices:

Experiential Resources is dedicated to providing a safe, positive, quality product. We adhere to the highest standards of the industry and continually look for improvements.

The Extra Mile Program

YMCA Camp Kern
5291 State Route 350
Oregonia, OH 45054
(513) 932-3756 phone
(513) 932-8607 fax

The mission of The Extra Mile Program is to help companies and organizations to achieve success through improved team building, cooperation, and creative problem solving; increased leadership and resource utilization; and expanded communication and support skills. The honing of specific skills leads to new levels of trust among team members, which are carried back to the work environment. Although The Extra Mile has common components for every organization, individual teams have different goals, needs, and requirements. Our staff works closely with each group to design programs that address specific areas for growth.

Contact Person: Dean Trautmann
AEE Organizational Member: No
Year EBTD Program Established: 1988
Percentage of Programming Time Spent on EBTD: 30%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Dean Trautmann: B.A., Wisconsin/Stevens Point; 5 years' EBTD at The Extra Mile; member, American Society for Training & Development.

Greg Taylor: M.A., Wheaton (IL) College; 6 years' adult wilderness-based programming; one year EBTD at The Extra Mile.

Activities or Methods Most Commonly Used:

Trust activities emphasized; high and low ropes courses; workplace on-site mobile activities and follow-up.

Statement of Ethical Practices:

Challenge by choice emphasized, with issues of workplace trust and communication addressed in each activity. Team building is important, but with accompanying awareness and respect of individuals and roles.

Falls River Center, Inc.

P.O. Box 618
Charlottesville, VA 22902
(804) 971-8599 phone
(804) 296-1820 fax

FRC is an experiential training center based on 80 acres of beautiful hardwood forests and meadows near Charlottesville, Virginia. We create learning experiences for both new and intact work teams that augment and support our clients' learning objectives. Our programs can be integrated as a part of a larger training program or they can stand alone. In a typical session, our facilitators present challenges and problem-solving activities which demand the effective management necessary for a productive, supportive work environment.

FRC facilitators are professional practitioners with backgrounds in psychology, education, organizational behavior, and leadership development.

Contact Person: Betsy Caldwell Dalgliesh
AEE Organizational Member: Yes
Year EBTD Program Established: 1989
Percentage of Programming Time Spent on EBTD: 80%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Betsy C. Dalgliesh has served for 10 years as an EBTD consultant for Action Learning Associates; Hollander, Kerrick and Cappy; Blue Ridge Consulting Group; NCOBS Professional Development Program; and Santa Fe Mountain Center's Quantum Performance.

Rick Haupt is a licensed professional counselor with a private practice in Charlottesville. His training includes NCOBS and Project Adventure. In 1989, he and Betsy co-founded Falls River Center.

Activities or Methods Most Commonly Used:

Low ropes and initiatives, custom tailored to address client issues; high ropes course.

Statement of Ethical Practices:

FRC is committed to providing the highest level of quality staff, programming, and business operations. We respect the rights, styles, and standards of ourselves, others, and the environment, while showing empathy, cooperation, compassion, and acceptance.

For Love of Children (FLOC)

1711 14th Street, N.W.
Washington, D.C. 20009
(202) 462-8686 phone
(202) 797-2198 fax

We offer a highly individualized experiential program that assists organizations with leadership training and team-building seminars for their staff and clients through: building communication, problem-solving, and conflict-resolution skills; developing trust and support networks within organizations; increasing self-confidence and individual learning skills; integrating new skills and applying them to the workplace; and pre-program assessment of group needs and post-program follow-up. Seminars take place at our 250-acre site near Harpers Ferry, West Virginia, for one- to 5-day meetings and retreats.

Contact Person: Nancy Van Scoyoc
AEE Organizational Member: Yes
Year EBTD Program Established: 1988
Percentage of Programming Time Spent on EBTD: 20%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Nancy Van Scoyoc: Four years' trainer/consultant for corporate groups with Growing Edge, Inc., and 5 years' developing and directing adventure program with FLOC.

Brett Visger: B.A., University of Connecticut; 6 years' part-time, 3 years' full-time as an instructor and assistant director at Wesleyan University's Great Hollow Wilderness School.

Activities or Methods Most Commonly Used:

Challenge by choice, adventure-based activities that include low and high ropes, new games, canoeing, orienteering, rock climbing, and backpacking.

Statement of Ethical Practices:

We adhere to AEE ethical standards and safety guidelines.

Four Winds, Inc.

7765 Healdsburg Avenue, Suite 11
Sebastopol, CA 95472
(707) 824-0917 phone

Four Winds designs programs in partnership with our clients, beginning with a needs assessment. In the orientation phase, participants encounter key concepts and set specific individual and group learning objectives.

The trainings generally combine indoor and outdoor activities over one to 3 days, although we conduct hour-long seminars and plan to offer 5-day executive development programs in 1993. Programs are built around groups of 8-12, to provide individual attention while retaining focus on larger group goals.

To increase training value and improve the transfer of the learning to the workplace, participants assess results and plan next steps in a follow-up segment.

Contact Person: Sally Churgel
AEE Organizational Member: Yes
Year EBTD Program Established: 1989

Percentage of Programming Time Spent on EBTD: 20%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Chris Pack: Ed.M., Boston University; 15 years' combined experience in HR training, consulting, and business management; 10 years' rope course experience.

Sally Churgel: M.A. in Organizational Development, California State University, Sonoma; 6 years' running technical training seminars.

Dr. Bill Watson: Twenty-four years' management training and consulting in U.S. and 8 Asian Pacific countries.

Activities or Methods Most Commonly Used:

Low and high ropes course elements, guided discussions, dynamic presentations of supporting theories, simulations, psychometric instruments, team initiative tasks.

Statement of Ethical Practices:

Four Winds is guided by 5 principles—Partnership: collaborating with our clients; Ownership: taking personal responsibility; Relationship: interactions based on honesty and mutual respect; Membership: integrating the parts; and Stewardship: sustainable resource use.

The Geneva Group, Inc.

638 East Main Street
P.O. Box 818
Lake Geneva, WI 53147
(414) 248-6144 phone
(414) 248-0634 fax

The Geneva Group, with its strong background and diversity of expertise, provides organizations practical, first-hand experience, knowledge, and skills to generate the character and dynamics for continuous team and leadership improvement. We help to build interdependent, proactive, learning organizations that will have the quality and competitive edge to survive and excel into the 21st century. We work with our clients to help to: empower employees; transform organizational cultures; and develop or improve trans-national relations, cross-functional relations, inter-team performance, and intra-team performance.

Contact Person: Michael Terrien, president

AEE Organizational Member: Yes

Year EBTD Program Established: 1993

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Jack McMahon: 25 years in human resource profession; director of Worldwide Management Development at S.C. Johnson & Son, Inc.; manager of Human Resources at SmithKline Corp.; ASTD Career Professional of the Year recipient.

Richard Flor: Over 10 years in experience-based training and development; doctoral focus on training and organization development; project manager/course director, Voyageur Outward Bound School's Professional Development Program.

Juli Lynch: Over 12 years in group learning and development profession; Master's of Science with a focus on group interaction and development using experiential methods; director, Discovery Challenge Program; creator of T.E.A.M., The Experiential Approach to Management.

Activities or Methods Most Commonly Used:

To meet client leadership, organization, and group needs, the Geneva Group designs, develops, and facilitates learning strategies from the following methods: action-learning experiences, action plans, assessments, benchmarking, coaching, consultation, continuous improvement strategies, evaluation, follow-up, follow-through, and skill development.

Statement of Ethical Practices:

We espouse that every person be informed about the intent of all practices and that each person's right to choose in all participation is encouraged and respected. Confidentiality of all client affairs is absolute. Our client's interest is always held first in all of our practices.

Havens Consulting Services/Accessible Adventures

6012 Tollgate
Sisters, OR 97759
(503) 549-0203 phone

Havens Consulting Services provides custom-designed EBTD programs to agencies interested in professional development. Emphasis is on integrating experiential learning with ongoing organizational development training programs. Have traditionally worked with 2-5 clients over a 3- to 5-year period.

Contact Person: Mark Havens
AEE Organizational Member: Yes
Year EBTD Program Established: 1988
Percentage of Programming Time Spent on EBTD: 75%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Mark Havens: Ed.D, C.T.R.S.; 5 years as training consultant with Arthur Andersen, including 25 specific EBTD programs for the Management Development Department; worked with the University of Chicago Graduate School of Business and the Indiana University School of Business.

Activities or Methods Most Commonly Used:

Most programs are integrated with traditional, organizational development training curricula. All activities are custom designed to integrate with management development curricula.

Statement of Ethical Practices:

An obligation to provide a safe environment for participants/clients, physically, emotionally, and intellectually. Continually reflect on and update my competence level. Accurately advertise my services and outcomes to society.

Hemlock Overlook—Center for Outdoor Education

George Mason University
13220 Yates Ford Road
Clifton, VA 22024
(703) 830-9252 phone

One- to 2-day programs with on-site meals and conference rooms. On-site lodging is available at a reasonable rate with campfire and/or circle dancing at no additional charge. Team development course is well designed and constructed. Prices range from $25-$75 for a 2-day program (includes one night's lodging and 4 meals). Two maxims we practice: Helping hands don't hurt, and Trust more, fear less.

Contact Person: Dr. Warren Doyle, director
AEE Organizational Member: No
Year EBTD Program Established: 1985
Percentage of Programming Time Spent on Experience-based Training and Development: 15%

Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

College graduates with industrial psychology, counseling, and conflict resolution backgrounds.

Activities or Methods Most Commonly Used:

Team building on a team development course.

Statement of Ethical Practices:

We serve the public before we serve ourselves. We work just as much by the heart as by the hour. Substance over style.

High Impact Training

P.O. Box 837
76 East Front Street
Red Bank, NJ 07701-0837
(908) 219-7300 phone
(908) 219-7305 fax

Our uniquely customized approach to experiential learning has proven effective in helping management groups with a multiplicity of workplace challenges: developing visionary leadership; sharpening interpersonal communication; maximizing creativity and innovation; creating self-managed teams; managing conflict; encouraging effective problem solving; and valuing diversity. To provide you maximum, customized assistance, we function as: facilitators, coaches, strategic planners, and assessment experts and consultants.

Contact Person: John S. Majeski, director
AEE Organizational Member: Yes
Year EBTD Program Established: 1985
Percentage of Programming Time Spent on EBTD: 85%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

John Majeski: B.S., B.A., Business Administration; 14 years' corporate human resources experience; 10+ years in training and development.

Robert C. Ward: B.A., Psychology; M.A. in progress; 14 years' experience in experiential learning; 6 years in major corporation.

Activities or Methods Most Commonly Used:

We combine traditional classroom techniques with outdoor experiential initiatives, from tabletop to high-elements ropes courses.

Statement of Ethical Practices:

At High Impact Training, we apply our total understanding of the corporate culture to effectively remove all the uncertainties of experiential learning by providing only superior-quality facilitators.

Hulbert Center/TeamWorks

RR #1, Box 91A
Fairlee, VT 05045
(802) 333-9840 phone
(802) 333-9216 fax

TeamWorks focuses on team development, shared leadership among team members, and continuous improvement in the processes used by the team. The experiential nature of the program increases the speed at which new behaviors are learned.

Contact Person: Andy Williams
AEE Organizational Member: Yes

Year EBTD Program Established: 1988
Percentage of Programming Time Spent on EBTD: 30%-40%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Whitney S. Mitchell: After graduating from the University of New Hampshire with a B.S. in Health Studies and Physical Education, Whit went on to coach rowing at UNH, the Coast Guard Academy, and Dartmouth College.

Andrew W. Williams: As director of the Hulbert Center for 5 years and director of a division of the Massachusetts Audubon Society for 8 years, Andy's hands-on managerial experience and the perspective that comes from day-to-day program leadership and innovation is unique.

Activities or Methods Most Commonly Used:

Both indoor and outdoor problem-solving activities are followed by discussions focusing on the continuous improvement of the group processes employed by the team during those exercises. These newly developed skills are then applied to strategic or operational issues the team faces in the work setting. Follow-up work helps to ensure that improvements made during the program are transferred and learnings are reinforced.

Statement of Ethical Practices: (not submitted)

Hurricane Island Outward Bound School
Professional Development Program

Box 429
Rockland, ME 04841
(800) 341-1744 phone
(207) 594-9425 fax

The Professional Development Program (PDP) of the Hurricane Island Outward Bound School is more than management training...it's a catalyst for change. PDP uses a wide range of outdoor activities that include sailing, backpacking, canoeing, rock climbing, and group problem-solving exercises. These exercises and activities are simulations of management situations that require total team performance for their successful completion. All components of the program are facilitated by our professional staff who are certified to conduct safe, challenging programs in a supportive environment.

Through our Team Leadership and Career/Life Renewal Program, we offer 3 formats: seminars, and center-based and expedition-based programs. Our programs establish a dynamic cohesion between the individual, the team, and the organization.

The end result? Enhanced levels of performance, awareness, and effectiveness.

Contact Person: Bob Gordon
AEE Organizational Member: Yes
Year EBTD Program Established: 1979
Percentage of Programming Time Spent on Experience-based Training and Development: 100%
Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Our staff are senior program consultants. Most have worked in the business world or have a strong educational background in education, organizational behavior, or business.

Activities or Methods Most Commonly Used:

Facilitated discussions, presentations, and learnings in an outdoor laboratory, utilizing team initiatives, rock climbing, ropes courses, sailing, canoeing, sea kayaking, and backpacking expeditions.

Statement of Ethical Practices:

As a values-driven organization, we seek to instill these practices: responsibility/accountability, compassion, integrity, fairness, and respect for well-being and care for the environment.

Inclusivity Consulting Group, Inc.

P.O. Box 12436
Portland, OR 97212
(503) 281-3217 phone and fax

Inclusivity Consulting Group, Inc., works with business, education, government, and the human service profession to design and conduct programs in diversity awareness/alliance building, visionary leadership, and team building.

Inclusivity seeks to develop and enhance an organization's ability to recognize and cultivate people as the most valuable company resource toward enhanced productivity. Inclusivity aids clients in the development of transferable skills and behaviors that lead to increased job satisfaction, efficiency, creativity, and problem solving.

Inclusivity works with groups that range in size from 6-300 in programs lasting from half a day to 6 or more days. Inclusivity provides ongoing consulting to organizations seeking to develop a more inclusive work environment that fully respects people from different perspectives, cultural backgrounds, and lifestyles.

Contact People: Bill Proudman and Gini Hornbecker

AEE Organizational Member: Yes

Year EBTD Program Established: 1989

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Bill Proudman: 17 years' experience as management and organizational development trainer and consultant; graduate work in organizational development at Bloomsburg University; extensive experience as instructor, executive, and program director for experiential learning programs.

Gini Hornbecker: 15 years' experience as experiential trainer/consultant, focusing on team building and leadership; founder/director of first challenge course facility in Portland, Oregon; diversity facilitation training from the Equity Institute and New Bridges.

Anita Porée: 10 years' experience as diversity, team-building, and ropes course trainer; facilitation work around issues of conflict management, team building, personal empowerment with corporations, agencies, community organizing, and the criminal justice system.

Activities or Methods Most Commonly Used:

Inclusivity uses a process-centered, experiential approach that involves the use of: small-group, interactive problem solving, personal reflection, and group discussion; role plays; interactive simulations; and adventure activities like the ropes course.

Statement of Ethical Practices:

Inclusivity subscribes to the highest ethical standards of creating and maintaining programs that value mutual trust, respect, and regard for all people. Inclusivity programs create physically and emotionally safe working atmospheres that aid in this process.

Inside Out/Whispering Heights Ropes Course

Hunt County Community Supervision and Corrections Department
P.O. Box 1097
Greenville, TX 75403-1097
(903) 455-9563 phone
(903) 454-4090 fax

Whispering Heights Experiential Ropes Course is made up of 15 low elements and 10 high elements constructed on 10 acres of beautifully wooded land, 3 miles south of Greenville, Texas.

Whispering Heights serves Hunt County through the Community Supervision and Corrections Department. In addition, Whispering Heights serves churches, businesses, schools, hospitals, and private groups in east Texas and southeast Oklahoma.

Contact Person: Joey Ruehrwein, coordinator
AEE Organizational Member: Yes
Year EBTD Program Established: 1991
Percentage of Programming Time Spent on EBTD: (not submitted)
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators: (not submitted)
Activities or Methods Most Commonly Used:

Whispering Heights offers one- to 3-day programs. The experience revolves around our high- and low-element ropes course.

Statement of Ethical Practices:

Whispering Heights sets high standards of professionalism. We use in-service, as well as outside ropes course consultants for training and inspection.

Jefferson Hospital Ropes Program

Jefferson Hospital
2700 River City Park Road
Jeffersonville, IN 47130
(800) 343-6722 phone
(812) 283-1411 fax

The Ropes Program is an adventure-based program based in a private psychiatric facility on a wooded site in Jeffersonville, Indiana (across the river from Louisville, Kentucky). It was originally a therapeutic program designed to work with patients. In 1988, we found that many of the foci of the program were also applicable to the problems in business systems. Adventure/based counseling principles and a systems approach are used to seek the goals of our clients.

The Ropes Program is very proud of its work and continually seeks to find new and innovative solutions to its clients' needs.

Contact Person: Jed S. Johnson
AEE Organizational Member: No
Year EBTD Program Established: 1988
Percentage of Programming Time Spent on Experience-based Training and Development: 30%-35%
Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Bachelor's in Psychology; certified social worker; trained through the Project Adventure Program; 10 years in the mental health field.

Activities or Methods Most Commonly Used:

Teams course programming; high ropes programs; and programs developed through experiential therapy models (Private Path Common Ground).

Statement of Ethical Practices:

The Ropes Program seeks to provide the highest quality of programming most appropriate for our clients. We also seek to find new ways to serve our clients on their paths of growth.

Lakeside YMCA National Centre

Lakeside, Ulverston, Cumbria, England LA12 8BD
05395-31758 phone
05395-30015 fax

Development training courses at Lakeside provide: an action-centered experience with transferable learning; a personal challenge which can develop greater self-confidence, more effectiveness at work, and increased sensitivity to the needs of others; an opportunity to experiment and try out new ideas; and a stimulating and refreshing change of environment.

Frequent outcomes include: for INDIVIDUAL LEARNING, self-confidence, personal effectiveness, problem solving, responsibility, and goal setting; for GROUP LEARNING, working together, communication, planning, understanding others, trust, and leadership; and for LEARNING TO LEARN, awareness, observation, skill transfer, reviewing, and evaluation.

Contact Person: Bob Pilbeam

AEE Organizational Member: Yes

Year EBTD Program Established: 1960s

Percentage of Programming Time Spent on EBTD: 20%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Bob Pilbeam: B.A. Hons. Business Studies, Greenwich University; P.G.C.E., London University; currently studying for M.A., Lancaster University; 10 years as a trainer at Lakeside; previously a teacher and sports researcher.

Jim Dobson: B.A. Combined Hons. Economics and Geography, Exeter University; P.G.C.E., Dorset Institute of Higher Education; diploma in Theology; 15 years as a trainer in Development Training.

Jonathan Bowyer: B.Sc. Hons. Geology, Newcastle University; currently working toward a National Vocational Qualification Level 4 in Training and Development; 4 years' working in the Geological Services Industry and 7 years in outdoor education and training.

Activities or Methods Most Commonly Used:

A combination of outdoor adventure experiences, initiative and problem-solving exercises, and facilitated group work.

Statement of Ethical Practices:

Development training at Lakeside is concerned with the growth of the whole person by providing a combination of mental, physical, emotional, and spiritual experiences, together with the opportunity to evaluate and learn from those experiences. The Method is described by the learning model of EXPERIENCE-REFLECTION-LEARNING.

The Leadership Connection

P.O. Box 920
Highland Lakes, NJ 07422
(201) 839-5026 phone
(201) 835-4557 fax

All programs include a comprehensive assessment to determine client goals and issues, as well as information about the industry, company, and team. Programs are from one to 4 days in length, and include follow-up as a standard. Some of the companies that The Leadership Connection has designed and conducted programs for include AT&T, BASF, University of Medicine and Dentistry NJ, Jersey Central Power and Light, Chase Manhattan, Bell Atlantic, and Sugarbush Ski Area.

Contact Person: Sabine Schubert

AEE Organizational Member: Yes

Year EBTD Program Established: 1990

Percentage of Programming Time Spent on Experience-based Training and Development: 100%

Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Sabine Schubert has been in the field of experiential education since 1984, and has been designing and conducting programs for corporate organizations and teams since 1985. She has a Master's in Human Resource and Organizational Development.

Pete Elder entered the field of experiential education as a counselor and family therapist for youth-at-risk programs many years ago. He has been working exclusively with corporate clientele for the past 5 years. Pete has a Master's in Organizational Management.

Curtis Watkins has been learning, teaching, and training indoor experiential programs for 15 years. His specialty is personal development and he holds advanced certificates in coaching.

Activities or Methods Most Commonly Used:

Programs consist of a combination of classroom models and theories and outdoor activities that reinforce the learning goals of the organization.

Statement of Ethical Practices:

The Leadership Connection subscribes to challenge by choice for all participants. Participants are made aware that they will be fully respected if they choose to not participate and that other non-physical participation options exist. The Leadership Connection fully understands and respects the participant's emotional boundaries.

Learning Technologies, Inc.

5013 1/2 Western Boulevard
Raleigh, NC 27606
(919) 851-1166 phone
(919) 851-4045 fax

LTI is a North Carolina-based, management consulting firm. We specialize in helping to build strong cohesive teams by improving communication skills, developing leadership abilities, and improving problem-solving proficiency. Our goal is to create an environment where people become involved and learn first-hand, both about themselves and how they operate within their organization. By utilizing individual strengths and differences, the team becomes more effective, efficient, and motivated. We do not believe in the "quick fix," but rather in continuous improvement. The results are powerful and long-lasting, benfiting both the organization and the individual.

Contact Person: Dan LaPasha
AEE Organizational Member: Yes
Year EBTD Program Established: 1990
Percentage of Programming Time Spent on EBTD: 70%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Laine LaPasha: Business degree, UNC; 10 years' corporate banking; 4 years' management consulting.

Daniel G. LaPasha: Ph.D., NCSU; 15 years' experiential training; 5 years' management consulting.

Activities or Methods Most Commonly Used:

Dynamic utilization of both indoor and outdoor environments. Interactive seminars, classroom, initiatives, ropes courses, rock climbing, sailing.

Statement of Ethical Practices:

LTI is a team of highly motivated professionals dedicated to providing innovative services to promote personal and professional growth, increased productivity, and increased job satisfaction for both our clients and our staff.

Ledgehill, A Centre for Human Resource Development

R.R. #1 Lawrencetown
Anna. Co., Nova Scotia, Canada B0S 1M0
(902) 584-7124 phone

Ledgehill, as a Centre for Human Resource Development, is a residential setting and uses a high ropes course as one of its key elements of experiential learning, using individual challenges and group problem-solving initiatives.

Contact Person: Charles E. Bower
AEE Organizational Member: Yes
Year EBTD Program Established: 1992
Percentage of Programming Time Spent on EBTD: 20%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Anthony Richards: Ph.D., University of Colorado; fully certified to lead groups through the high ropes course; currently a professor at Dalhousie University; 20 years' experience as a trainer.

Activities or Methods Most Commonly Used:

High ropes course and initiatives.

Statement of Ethical Practices:

We are dedicated to learning, education, and development. Ledgehill provides a gracious atmosphere and private working environment to groups concerned with the pursuit of knowledge and sharing of wisdom.

Linden Oaks Hospital

852 West Street
Naperville, IL 60540
(708) 305-5048 phone
(708) 305-5083 fax

One of our strengths is that our programs are centered around experiential learning activities. What makes these activities so powerful and successful is that they are based on a simple principal: People learn best from experience. Participants acquire "process tools" that have direct transference to the workplace. They stretch themselves in ways they have never imagined possible, in an environment of trust, support, and fun. The immediate result is growth, both personally and professionally.

Contact Person: Lisa Gray

AEE Organizational Member: Yes

Year EBTD Program Established: 1990

Percentage of Programming Time Spent on EBTD: 80%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Lisa Gray: L.C.S.W., Aurora University; 2 years' training with Experiential Therapies, Inc.; over 300 hours of continued education in the field; extensive knowledge in process skills relating to training and development programs.

Activities or Methods Most Commonly Used:

Groups are presented with a specific problem-solving task involving a physical challenge. They will then process what occurred after each initiative.

Statement of Ethical Practices:

Every trained therapist will have a minimum of 30 hours of safety-risk management per year. All therapists are certified as experiential therapists and trained in initiative safety.

Scott McGovern

111 Hunter Farm Road
Peterborough, NH 03458
(603) 924-1682 phone

My specific interests are team development, managing group processes in business settings, facilitating cróss-cultural collaboration, and managing diversity. I work primarily with intact teams and management training programs developing leadership and team skills. The latter work includes programs for specific companies, as well as open-enrollment, executive development programs offered by business schools. My work is sometimes done independently and sometimes in conjunction with other consulting organizations, depending on the situation and the nature of the program.

Contact Person: Scott McGovern

AEE Organizational Member: No

Year EBTD Program Established: (not submitted)

Percentage of Programming Time Spent on EBTD: 75%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Scott McGovern: B.A., Dartmouth College; Ed.M., Harvard University; educational and management consultant with 17 years' experience as a teacher, trainer, and program manager, including work for Outward Bound (NCOBS, Dartmouth, HIOBS, Lesotho, and Hong Kong).

Activities or Methods Most Commonly Used:

Outdoor initiatives; indoor structured experiences; occasionally, low or high ropes courses.

Statement of Ethical Practices:

Act as partner, rather than expert, with clients. Strive to facilitate the empowerment and growth of clients. Am candid about whether I can effectively help clients to meet their goals.

Millvale, Inc.

P.O. Box 1196
Camden, SC 29020
(803) 432-7129 phone
(803) 424-1860 fax

Millvale, Inc., is a management development consulting organization that specializes in human resources. Millvale's consultants use The Birkman Method Assessment as a foundation and experiential education as a means for facilitated learning. Specialty areas include team building, conflict resolution, accountabilities, standards of performance, selection, and career pathing.

Contact Person: Perry Carrison, president
AEE Organizational Member: Yes
Year EBTD Program Established: 1987
Percentage of Programming Time Spent on EBTD: 75%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Claire Carrison: Master's, St. Louis University; 20 years as management consultant; specializing in outplacement, corporate restructuring, team building, training.

Perry Carrison: 5 years as management consultant; specializing in conflict resolution, team building, career management; 10 years as National Press Representative for business and theater.

Activities or Methods Most Commonly Used:

Small classes or one-on-one. Experiential activities integrated into each program (ropes, orienteering, initiatives).

Statement of Ethical Practices: (not submitted)

Nantahala Outdoor Center

13077 Highway 19 West
Bryson City, NC 28713
(704) 488-2175, ext. 350 phone
(704) 488-2498 fax

We provide an experiential approach to training. Through activities such as whitewater rafting, team initiatives, rock climbing, and ropes courses, you can readily see your team's strengths and weaknesses and can create more effective ways of getting the job done. We find that physical activities give participants a concrete way to understand abstract ideas. When used as examples of communication, interdependence, risk taking, and mutual support of common goals, a more permanent change occurs than when these skills are just talked about in the classroom. We design your program with you in order to address very specific issues and needs.

Contact Person: Betsey Lewis
AEE Organizational Member: Yes
Year EBTD Program Established: 1985
Percentage of Programming Time Spent on EBTD: 50%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Betsey Lewis: 12 years in experience-based training and development; working manager since 1983; group facilitator for InnerVision, a person growth program; works especially with team skills, communication, strategic planning.

John Mordhorst: Instrumental in management of 3 Outward Bound Schools; helped to create the Outward Bound Corporate Development Program; over 10 years in experience-based training and development; works especially with group process and leadership.

Activities or Methods Most Commonly Used:

We use a combination of indoor and outdoor processes. Rafting, initiatives, ropes course, canoeing, rock climbing/rappelling.

Statement of Ethical Practices:

Quality programs that meet the expectations of our guests form the cornerstone of our business. It is important to us that what you learn at NOC is relevant and transferable to your workplace.

Odyssey Professional Development Program

7171 North Cedar
Fresno, CA 93720
(209) 449-4616 phone
(209) 431-5947 fax

Odyssey offers programs for executives, managers, and career-oriented individuals, who wish to increase personal and professional effectiveness. Programs are custom designed to reflect situations that professionals face in today's changing business environment. With change, opportunity arises.

Activities highlight group and individual dynamics that encourage participants to question conventional behaviors. In a supportive environment, participants are encouraged to draw upon individual talents that are often stifled. Resources mobilized by the group are used to face challenges presented to them. Participants get the opportunity to work on high-performance teams, experience common visions, and develop mutual respect for themselves and others, individual leadership styles, and personal effectiveness.

Contact Person: John Dufresne

AEE Organizational Member: Yes

Year EBTD Program Established: 1990

Percentage of Programming Time Spent on EBTD: 70%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

John Dufresne: Graduate work at Western Illinois University and Fresno State University; 15 years' experience in the field of leadership/experiential-based programming, curriculum, and program development in the profit and non-profit sector.

Tony Yamamoto: M.S., UCLA; 17 years in program development, staff training, curriculum development, and organizational revitalization; proprietor of his own business; instructor at California State University, Fresno.

Activities or Methods Most Commonly Used:

Utilization of initiatives, ropes course, rock climbing, and various management/leadership simulation activities, along with didactic, interactional sessions.

Statement of Ethical Practices:

Odyssey believes that individual personal growth cannot be forced upon people; the choices and changes must be made on the conscious and unconscious levels. Participants establish their own goals and seek to achieve them at their levels.

On Belay Youth and Family Services, Inc.

2041 Atwood Avenue
Madison, WI 53704
(608) 241-1214 phone

Programs are customized to meet individual groups' needs. We utilize the strengths of the group to build successful experiences. We concentrate on team activities to accomplish outcomes. The use of "oh wow" activities is de-emphasized because of the lack of long-term integration. Our experiences are a blend of education and therapeutic approaches. This, we believe, maximizes the group's satisfaction. Customer satisfaction is our number-two goal, following safety.

Contact Person: Eric J. Olson, executive director

AEE Organizational Member: Yes

Year EBTD Program Established: 1990

Percentage of Programming Time Spent on EBTD: 20%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Eric J. Olson: B.S. in Psychology, with emphasis in psychology of management; has conducted experiential learning events since 1982; utilizes systems theory in all team-building/ropes course work.

Mary Beth Olson: M.B.A.; 4+ years' experience in training, facilitation, and management of planning and consulting programs for national organization; travels nationally to work with management teams and boards of directors.

Candace T. Peterson: 15 years' experience as educator/trainer; pursuing doctoral degree in Adult/Experiential Education at UW-Madison; manager at nationally recognized health services agency.

Activities or Methods Most Commonly Used:

Each training is customized. We generally follow games, icebreakers, trust activities, team initiatives, and low and high ropes format.

Statement of Ethical Practices:

On Belay treats all participants in a respectful, non-judgmental way. We recognize cultural and ethnic differences and celebrate that. We adhere to full-value contract programming, per Project Adventure.

On The Edge Productions

2153 Arnold Way #516
Alpine, CA 91901-2157
(800) 473-5427, ext. 560 phone
(619) 445-5677 fax

On The Edge is a dynamic training program that has been successful in providing team-building and communications models for corporations and organizations for 18 years. We present a series of challenges and experiences that build trust, develop teamwork, renew commitment, and revitalize effort. Some of our clients include American Airlines, AT&T, Cathay Pacific Airways, Du Pont, Microsoft, Arthur Anderson & Co., and Porsche Motor Company.

Our events and activities have a learning objective or outcome that reveals itself through the process of participation. Activities are followed by group discussion, where evaluation and new insights are shared.

Contact People: Dean Spillane and Sean Hall

AEE Organizational Member: Yes

Year EBTD Program Established: 1975

Percentage of Programming Time Spent on EBTD: 60%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Tom Lutes: Master's in Interpersonal Communication; 20 years as therapist, lecturer, trainer, educator, and corporate consultant.

Phil Bryson: 15 years as trainer using experience-based techniques; owns own consulting business; trainer for The Pecos River Learning Center and Sportsmind; co-founder of On The Edge Productions.

Activities or Methods Most Commonly Used:

Classroom and contextual information is augmented with low and high ropes challenge course events, games, and role-play activities.

Statement of Ethical Practices:

We are committed to foster an environment for continued learning and increased awareness. We operate with 100% integrity, honesty, and full disclosure. We respect and appreciate all human and environmental resources.

Outdoor Development

Wiedner Gürtel 28
A-1040 Vienna
Austria
43-222-504-36-07 phone
43-222-504-36-074 fax

First is the contact with the company. An average program starts with warming up, introduction, clarification of expectations and fears. Creating a climate of trust and support is the next step. Then a sequence of problem-solving tasks (with debriefings) and exercises for single persons or pairs (supported by the group). Maybe a solo or an extended team project. Very important is the stage of transfer and transmission. Validation of the transfer in the company and follow-up programs should be done.

Usually we work to support teamwork, reduce hierarchy, make the company a better place to work, motivate employees to create a humanistic, supportive, and joyful climate and promote environmental actions.

Contact Person: Walter Siebert

AEE Organizational Member: No

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 50%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Walter Siebert: 2 years' studies in Sports Management; seminars in Bioenergetics; TZI; Integrative Gestalt therapie; 3 years as trainer with Bill Daniels (Pecos River Learning Center).

Activities or Methods Most Commonly Used:

Initiatives, ropes course, simulation models. Various methods for debriefing and transfer: Bioenergetics, Gestalt, TZI. Cooperation with experts as situation requires (business economist, sports psychologist, gestalt therapist, bioenergetic therapist).

Statement of Ethical Practices:

Basis: Humanistic (Rogers). Concept: TZI (Ruth Cohn). Ideas from Ron Kurtz, Lao Tse, Capra, Pechtl.... Statement: I would like to be tolerant, not to force (or manipulate) people. In 30 years, I want to still have self-criticism, will to learn, understanding of the youth.

Outdoor Leadership Training Seminars

P.O. Box 200281
Denver, CO 80220
(303) 320-0372 phone
(800) 331-7238 voice mail
(303) 691-8934 fax

Outdoor Leadership Training Seminars offers a unique blend of business-focused performance consulting and accelerated individual and team learning in outdoor environments. Custom-designed programs promote personal effectiveness, communication, leadership, vision and values alignment, paradigm shifts, systemic cultural change, development of self-managed teams, and exploration of the relationship between natural systems and corporate sustainability.

Outdoor adventure activities—such as problem-solving initiatives, ropes course, rock climbing, backpacking, peak ascents, and whitewater rafting—explore new paradigms and encourage risk taking, teamwork, and community building in a safety-oriented atmosphere that vastly accelerates achieving team commitment, unity, and peak performance.

Contact Person: Dr. Rick Medrick

AEE Organizational Member: Yes

Year EBTD Program Established: 1975

Percentage of Programming Time Spent on EBTD: 50%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Rick Medrick, Ed.D., was educated at Dartmouth and has degrees in Philosophy, Psychology, and Experiential Education. He has applied his interests in natural systems and organizational dynamics to his work as teacher, trainer, and consultant.

Howard Edson, M.B.A., was educated at Princeton, Columbia, and Pepperdine, and held positions at Pan Am, Hewlett-Packard, and ARCO before founding Entelechy Consulting Group to focus on organizational transformation, corporate sustainability, and complex change management.

Activities or Methods Most Commonly Used:

Outdoor activities such as group initiatives, ropes course, rock climbing, peak ascents, and rafting combined with games, simulations, lecturettes, feedback, and facilitated exercises.

Statement of Ethical Practices:

Complete confidentiality in a high-trust environment with emphasis on personal responsibility, collaboration and effective communication directed toward achieving identified organizational goals, outcomes, and results through consulting relationship and follow-up.

Outside Insights, Inc.

14542 Brookhollow, Suite 144
San Antonio, TX 78232
(210) 537-5039 phone
(210) 537-5031 fax

Outside Insights' worldwide, experience-based, leadership development seminars link with the strategies of our clients. Programs result from an understanding of the client's goals and needs and are followed by ongoing support. We act as an extension to the client's management development staff, offering the critical expertise and experience necessary to deliver safe and effective, custom-designed seminars in the outdoors.

Clients with whom we have worked include: BellSouth, BP Exploration, Exxon, Levi Strauss & Co., Northern Telecom, Philips Display Components, and Raynet Corporation.

Contact People: Kelly Andrews and Greg Ranstrom, co-founders

AEE Organizational Member: Yes

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Greg Ranstrom: M.A. in Management, JFK University; consultant/trainer; 7 years' developing/delivering leadership seminars for Fortune 100 clients; previously, program director, Compass Outdoor Pursuits, and associate director, Princeton Education Center.

Minny Printon: M.A. in Applied Behavioral Science, Leadership Institute; consultant/trainer; background in training/development, process consultation; experience ranges from guiding safaris in East Africa to conducting empowerment workshops with cross-functional business teams.

Kelly Andrews: B.S. in Recreation Management, University of Oregon; oversees safety/program operations; 7 years' experience with Fortune 100 clients delivering safe, quality leadership seminars; previously, director, Compass Outdoor Pursuits.

Activities or Methods Most Commonly Used:

We specialize in safe, strategic initiatives—events highlighting the true complexity of a manager's job—followed by feedback/learning sessions which build on awareness/understanding.

Statement of Ethical Practices:

Feedback from our clients verify that our actions demonstrate our continual commitment to ethical practices and the delivery of safe, high-quality seminars.

Parkside Outdoor and Wilderness Experiences in Recovery (P.O.W.E.R.)

24647 North Highway 21
Mundelein, IL 60060
(708) 913-2366 phone
(708) 913-2375 fax

P.O.W.E.R. is located on the grounds of Parkside Recovery Center of Mundelein on 10 wooded acres bordering the Des Plaines River, 45 minutes north of Chicago. Quality gear makes P.O.W.E.R. a truly year-round program. No matter what the weather, participants are outfitted in high-quality clothing and gear guaranteed to provide safety and comfort in any temperature or condition. On-site activities include teams course, and low and high ropes course. P.O.W.E.R. will facilitate off-site team-building activities upon request. Adventure team-building trips are canoeing, backpacking, rock climbing, and cross-country skiing.

Contact People: Steve Twadell and Mark Voorhees

AEE Organizational Member: Yes

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 55%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Steve Twadell: Director, 11 years, sales management experience; 10 years' director, level management experience in Healthcare Systems.

Mark Voorhees: M.S. Parks and Recreation; senior facilitator, NOLS instructor; former associate director, Outdoor Wisconsin Leadership School.

Activities or Methods Most Commonly Used:

Highly structured experiential progression, including warm-ups, new games, trust progression, and team-building activities. High-ropes challenge option and adventure team-building trips.

Statement of Ethical Practices:

P.O.W.E.R. provides safe, supportive, and success-oriented programs which enable participants to further understand the following concepts as they relate to professional and personal life: support, communication surrender, teamwork, trust, and enjoyment.

Performance Dynamics Group

201 San Antonio Circle, Suite 212
Mountain View, CA 94040
(415) 949-2010 phone
(415) 941-0914 fax

PDG's adventure training offers practical and immediately applicable programs, saving organizations time and money. Our programs are exciting and memorable, and they achieve specific, business-related outcomes. Insights and experiences are bridged into practical actions. Results may be measured by pre-and post-testing, using our proven statistically reliable instruments. Our experienced consultants work in partnership with in-house staff to design and deliver custom programs. Along with our action-based training, inspiring seminar and retreat facilities are available in the redwoods for off-site meetings. These include overnight accommodations in individual cabins and meeting areas with break-out space and video.

Contact People: Jim Bronson and Dean Partlow

AEE Organizational Member: No

Year EBTD Program Established: 1985

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Jim Bronson: M.S., University of Washington; M.B.A., University of Santa Clara; Outward Bound instructor in Minnesota and Eskdale, England (1964-1970); president/founder of PDG since 1985.

Merrily Bronson: M.A. in Counseling Psychology, University of Santa Clara; Outward Bound instructor in Minnesota and Eskdale, England (1969-1970); senior consultant for PDG since 1985, trainer since 1983.

Dean Partlow: Currently in M.A. Counseling Psychology Program at University of Santa Clara; instructor for Breckenridge Outdoor Education Center (1991); consultant for PDG since 1992.

Activities or Methods Most Commonly Used:

PDG's customized adventure training programs include challenge courses, rock climbing/rappelling, peak ascents, wilderness treks, and team orienteering.

Statement of Ethical Practices:

Careful preparations are made for our participants' safety, both physical and psychological. Participation in activities is always by choice, after thorough preparation, and with strong group support, allowing unexpected achievements.

Project Challenge, Inc.

3399 Ponce De Leon, #201
Coral Gables, FL 33134
(305) 444-4005 phone
(305) 448-4856 fax

Project Challenge primarily utilizes challenge courses to create a "jump-start" program and/or organizational development intervention in working with teams. Due to excellent weather conditions, challenge courses are available year-round for programs. Project Challenge allows challenge courses to be leased by other adventure, team-building consultants for their clients. We do the necessary pre-analysis work to ensure that the challenge course program blends with the goals and purposes of the group. Project Challenge also utilizes a 3-day Marquesas Rowing Expedition out of Key West and organizes sailing regattas for corporate clients that fit with team-building themes.

Contact People: Peter Lauritzen and Gino Coca-Mir

AEE Organizational Member: Yes

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Peter Lauritzen and Gino Coca-Mir founded Project Challenge and have personally facilitated hundreds of varied population groups. Both have extensive human resource backgrounds and work with Burger King Corp., Coulter Electronics, Ryder Systems, Barnett Banks, Doral Resorts International, and many other corporate programs on adventure-based training.

Activities or Methods Most Commonly Used:

Project Challenge utilizes 5 challenge courses located throughout Florida, from Miami/Ft. Lauderdale through Vero Beach to Jacksonville.

Statement of Ethical Practices:

We follow the philosophy of challenge by choice and informed consent, and our program is fully non-coercive in nature. Challenge courses and facilitators are re-certified on a yearly basis.

The Proudman Group, Inc.

3023 North Clark Street, #805
Chicago, IL 60657
(312) 794-7704 phone
(312) 769-6620 fax

We are an organic organization with a vision of playing a catalyst role in the global social transformations currently evolving on individual and organizational levels. We are process-oriented professionals, who see greater values of learning from the means rather than being transfixed on the end result. We believe in lifelong learning. We are committed to designing and delivering trainings that are of the highest-quality content reflected through our high-quality staff.

Contact Person: Steve Proudman, president

AEE Organizational Member: No

Year EBTD Program Established: 1992

Percentage of Programming Time Spent on EBTD: 50%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Contracted staff have experience in large and small corporations, sales motivation, communication, human relations, acting, quality management, systems theory, team development, and organizational behavior.

Activities or Methods Most Commonly Used:

We believe experiential and holistic models of learning are our best tools for teaching the ideas of interdependence, community, and transformation.

Statement of Ethical Practices:

We create learning environments that model the exploration of openness, honesty, risk taking, high degrees of trust, positive attitudes, and genuineness. We work with organizations who value these values and seek to introduce new and innovative ways of creating, sustaining, and maintaining commitments to learning that support optimal individual and team performance.

Quicksilver Project at Echo Hill Outdoor School

13655 Bloomingneck Road
Worton, MD 21678
(410) 348-5361 phone

Leadership: participants discover individual leadership styles and strengths, and how to complement other team members' roles. Team building: solving problems, sharing experiences, developing vision and goals together, all build a more productive, creative team. Innovation: creative response to unpredictable change is a skill we develop to take advantage of a world of dynamic (but often unrecognized) opportunities. Renewal: time...to reflect...to nurture and refresh ourselves both personally and professionally, and methods to incorporate that into our daily lives.

Contact People: Alexa Lee Fry and Betsy McCown

AEE Organizational Member: Yes

Year EBTD Program Established: 1989

Percentage of Programming Time Spent on EBTD: 30%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Alexa Lee Fry: M.S., University of Georgia; clinical counseling and personnel; 6 years as trainer; ongoing clients include the World Bank and the United States State Department.

Betsy McCown: B.S., Springfield College; community leadership and development/psychology; 10 years as trainer.

Activities or Methods Most Commonly Used:

Discussion groups, background theory about group development and group process, low-risk group initiatives, M.B.T.I. application, and value-clarification activities.

Statement of Ethical Practices:

Our vision at Quicksilver Project is to be a source of inspiration, growth, and renewal for all who seek purpose and direction in their lives, as well as respect for themselves and the world.

Reaching New Heights

Heights Psychiatric Hospital
103 Hospital Loop, N.E.
Albuquerque, NM 87109
(505) 883-8777 phone
(505) 888-3128 fax

The Reaching New Heights program has been offering trainings since 1986. In that time, we have constantly improved and adapted experiential methods to become more effective and focused on the specific needs of the group. We utilize the spectacular beauty of New Mexico to create opportunities for effective team building and leadership development. The program emphasizes individuality in length and design of trainings to more effectively address the identified goals of the group. This has been done in such a way that the satisfaction reported from the trainings has been consistently positive and most of our business is from repeat customers.

Contact Person: Mark Walch

AEE Organizational Member: Yes

Year EBTD Program Established: 1986

Percentage of Programming Time Spent on EBTD: 33%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Mark Walch, M.A., has been involved in facilitating personal and organizational growth since 1982. A central facet of his trainings includes the interdynamics of the group. His background as a clinical therapist allows for an in-depth awareness of group dynamics and strengths.

Activities or Methods Most Commonly Used:

Low and high ropes initiatives used most frequently. Primarily on-site (urban) with off-site rock climbing and camping available.

Statement of Ethical Practices:

All groups are facilitated by highly trained, Master's-level staff. The first priority of any group is physical and emotional safety. This is ensured by constant training and supervision as well as a great deal of experience with a wide variety of populations and circumstances.

REAL, Inc.

**P.O. Box 73
Moorhead, IA 51558-0073
(712) 883-2560 phone
(712) 883-2565 fax**

REAL, Inc. (Recreation, Education, Adventure, Leadership), represents a network of people committed to providing meaningful learning opportunities in an active, cooperative environment. We offer single and multi-day programs designed to meet the needs of your organization. We will work at enhancing communication, trust, problem solving, teamwork, and motivation. Structured activities and guided discussion provide participants with skills they can use to increase effectiveness as team members. Continuing education credits are available for all REAL programs.

REAL has 3 spectacular locations in Iowa and South Dakota. Along with on-site workshops, we also provide a broad range of services in building, training, and consulting.

Contact Person: Scott Jordan

AEE Organizational Member: Yes

Year EBTD Program Established: 1991

Percentage of Programming Time Spent on EBTD: 75%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Sharon Ishii-Jordan: Ph.D. in Administration, Curriculum, and Instruction with an emphasis in multicultural issues; serves on National Board of the Japanese American Citizenship League.

Arlene Jordan: M.S. in Guidance and Counseling; B.A. in Business Administration; part-time college instructor in the area of interpersonal communication.

Scott Jordan: B.A. in Education; former classroom teacher; extensive experience in YMCA camping and outdoor leadership field.

Activities or Methods Most Commonly Used:
REAL uses challenge course initiatives and specific activities that are custom tailored to meet the goals of the participating organization.

Statement of Ethical Practices:
REAL provides a challenging, supportive environment designed to help participants increase personal effectiveness and group/team development. Activities are presented sequentially, allowing each group member to determine his/her level of participation.

Roland/Diamond Associates, Inc.

67 Emerald Street
Keene, NH 03431
(603) 357-2181 phone
(603) 357-7992 fax

Action Learning Training Programs are designed to provide meaningful learning experiences for organizations in or emerging from transition. Programs incorporate a carefully sequenced series of indoor and outdoor experientials focused on meeting specific organizational needs (determined by needs assessments) which may include: building high-performance and self-directed work teams; designing innovative approaches for adapting to change; furthering necessary cultural change and valuing the talents and perspectives of a culturally diverse work force; reinforcing the commitment to customer service, total quality, and continuous improvement. Roland/Diamond Associates also offers "Train the Trainer" programs and publishes the newsletter, *Frontload: A Periodic Review of Experiential Strategies, Issues and Research.*

Contact People: Len Diamond, managing director, and Chris Roland, president
AEE Organizational Member: Yes
Year EBTD Program Established: 1983
Percentage of Programming Time Spent on EBTD:
Individual Needs Assessments: 10%
Group Review of Needs Assessment Data: 10%
Experiential Program: 20%-40% (depends on design)
Follow-up Programming: 5%-20% (depends on design)

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:
Christopher C. Roland: Doctorate in Education, Boston University; 10 years as OD consultant and trainer; author.
Leonard Diamond: B.S. in Business Administration, Ithaca College; 20+ years' corporate leadership at General Motors and Aetna Life & Casualty.

Activities or Methods Most Commonly Used:
All activities and methods strictly depend on the particular module (e.g., strategic planning, creative problem solving, high-performance work teams, managing diversity, and managing change).

Statement of Ethical Practices:
Roland/Diamond Associates designs with the client appropriate OD and training interventions facilitated at conference centers and low-challenge course environments. We espouse physical, emotional, and intellectual safety, and ensure client confidentiality.

Santa Fe Mountain Center

Route 4, Box 34C
Santa Fe, NM 87501
(505) 983-6158 phone
(505) 983-0460 fax

SFMC offers a full range of experience-based training and development services. Each program is designed with the assistance of managers and internal consultants to address specific organizational needs. SFMC custom tailors creative, engaging programs with the ultimate goal of transferring learning back to the work place. Programs can be designed to be single-day or multi-day, indoors or outdoors. SFMC offers programs in Santa Fe or at national/international conference and corporate locations.

Contact Person: Jaclyn S. Gerstein, Ed.D.

AEE Organizational Member: Yes

Year EBTD Program Established: 1983

Percentage of Programming Time Spent on EBTD: 10%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Jaclyn S. Gerstein: Ed.D. in Counseling and M.A. in Curriculum and Instruction; 14 years in the Experiential Education field; 5 years designing and facilitating corporate training programs.

When necessary, the SFMC works with specialized consultants to deliver tailored designed programs.

Activities or Methods Most Commonly Used:

SFMC programs offer a powerful learning laboratory in which a variety of experiential exercises, assessments, group discussions, and creative arts activities are combined to create a forum where organizational goals can be indentified, learned, and practiced.

Statement of Ethical Practices:

SFMC is committed to creating a physically and psychologically safe learning environment, which emphasizes individual choice, challenge by choice, and a respect for individual differences and needs.

Shepherd's Ford Center

Route 1, Box 496
Bluemont, VA 22012
(703) 955-3071 voice and fax
D.C. Area Office
7411 Baltimore Avenue
Takoma Park, MD 20912
(301) 585-1828 phone
(301) 588-9468 fax

Shepherd's Ford Center provides quality EBTD to groups seeking new and more productive ways of working together. Training formats include ropes and initiatives, mobile initiatives, and indoor courses for groups who prefer "the great in-of-doors." Training services include needs assessment, multi-day program design, and multiple exposure follow-up. Services include direct programming and consulting. We also offer a comprehensive "Train the Trainer" course, for those wishing to learn the art and science of effective group facilitation.

Contact Person: Gertrude Watkins, director
Wendy Watkins, program director (D.C. Area Office)

AEE Organizational Member: Yes

Year EBTD Program Established: 1978
Percentage of Programming Time Spent on EBTD: 80%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Shepherd's Ford is staffed by a team of seasoned professionals, skilled in facilitating the experiential learning process. Fields of expertise and backgrounds include organizational development, mental health, and education.

Activities or Methods Most Commonly Used:

Ropes and initiatives, combined with other structured processes, custom tailored to meet learning objectives discovered through needs assessment.

Statement of Ethical Practices:

Emotional and physical health and safety, teamwork and partnership, ethics and integrity, quality and continuous improvement, diversity focus, innovation, creativity, and fun are driving forces behind all programming.

Sierra Tucson

16500 North Lago del Oro Parkway
Tucson, AZ 85737
(602) 624-4000 phone
(800) 624-9001 phone, outside Arizona
(800) 624-4624 phone, inside Arizona

Our programs are geared toward opening lines of communication for individuals, intact work teams, managers, and executives. We educate about "systems" in general and how systems exist, not only from an individual's internal system but also how those systematic comprehensions and understandings are carried into any system with which the individual interacts, specifically their work dynamics. With this awareness, individuals and teams learn to interact and work more efficiently and productively toward their stated goals. Also investigated are issues around change in the workplace, revolutionizing the workplace, and restructuring to assist the organization to not only survive, but flourish, in the 90s.

Contact People: Daniel Meyers and Don Lavender
AEE Organizational Member: Yes
Year EBTD Program Established: 1990
Percentage of Programming Time Spent on EBTD: 25%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Daniel Meyers: program director of Sierra Tucson Wilderness and Challenge Course Programs; past director of City of Eugene, Oregon, Municipal Ropes Course; co-developer of Prevention and Recovery Northwest's Employee Assistance Programs.

Activities or Methods Most Commonly Used:

Challenge courses, wilderness programming, expressive and organizational design work, and equine programs that meet the stated outcomes for contracting organizations or individuals.

Statement of Ethical Practices:

We operate out of the most stringent ethical practices required by law regarding the federal confidentiality statutes, and we adhere to personal practices of the highest ethical standards.

Sojourn, Inc.

8266 Emigration Canyon
Salt Lake City, UT 84108
(801) 584-2072 phone

Sojourn is an association of professionals with expertise in using wilderness experiences for organizational development, performance psychology, leadership training, and career renewal. We offer individuals, groups, and organizations a wide array of natural experiences to facilitate growth and development on a personal and professional level. As change is an ongoing process in any effective organization, we assist our clients in needs assessment to determine the specific barriers limiting change, and provide a blend of experience and reflection to nurture the natural growth process. Our goal is to provide a collective balance between oneself, others, and the environment.

Contact People: Ben Dobbin and Virginia Savage
AEE Organizational Member: Yes
Year EBTD Program Established: 1992
Percentage of Programming Time Spent on Experience-based Training and Development: 50%
Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Virginia Savage: Ph.D. in Sports Psychology; 9 years as course director/instructor for Outward Bound and University of Utah; currently a private consultant and college instructor in facilitation training, program design, and performance psychology.

Ben Dobbin: Master's in Social Work; 15 years of experiential therapy and training for individual, group, and organizational development; currently in private practice as a psychotherapist, consultant, and mountain guide.

Steve Erickson: Corporate consultant for leadership and teamwork development; TQM and performance management concepts; 19 years operating small business concerns; 17 years conducting experiential training programs; qualified mountain and river guide.

Activities or Methods Most Commonly Used:

Wilderness retreats: mountains, rivers, and desert. Adventure trainings: rock climbing, ropes courses, artificial climbing walls, group and individual process work.

Statement of Ethical Practices:

We provide safe and respectful interactions between people and their natural world, through both adventure challenge and contemplative activities.

Springfield College East Campus

Springfield College
263 Alden Street
Springfield, MA 01109
(413) 748-3379 phone

Springfield College East Campus is an 83-acre Outdoor Learning Center. Programs include high and low ropes courses (indoor and out), conferences, camping, cross-country skiing, and boating and canoeing. Our programs include team building and leadership training. We utilize group initiatives, trust-building activities, low or high ropes course elements, and group discussion and interaction. Programs range from one to 3 days. Our staff work with representatives of the organization prior to the experience to design a program that best meets the needs of the participants.

Contact Person: Laura Jo Judd
AEE Organizational Member: Yes
Year EBTD Program Established: 1986

Percentage of Programming Time Spent on EBTD: 50%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:
Laura Jo Judd: Ropes Course/East Campus director; Springfield College faculty.
Keith Bugbee: Springfield College faculty
Ted France: East Campus Teaching Fellow.
Activities or Methods Most Commonly Used:
Experiential methods predominate. We utilize ropes course elements (indoors and out), group initiatives, group dynamics and process, and camping and outdoor recreation.
Statement of Ethical Practices:
We ascribe to: challenge by choice; respect for all individuals; confidentiality; including all persons; preserving the environment; being truthful and fair in describing our program and fulfilling our contracts.

Stanbridge Academy

890 Pomeroy Ave.
Santa Clara, CA 95051
(408) 261-6610 phone

The academic curriculum includes basic and applied studies in language arts, the social sciences, mathematics, science, physical education, thinking skills, classical studies, computer education, and oral language development. Art, music, and study skills are integrated into the instructional methods and are also taught as separate subjects. The experiential curriculum teaches students self-awareness, personal independence, and social/interpersonal skills. Both curricula are instructed with regard for the student's learning profile and use thematic instruction, field work application, experiential and service-based learning, and innovative techniques developed from brain/mind research.
Contact People: Andrea Jobe, executive director
Richard Bowen, director
AEE Organizational Member: Yes
Year EBTD Program Established: 1982
Percentage of Programming Time Spent on EBTD: 10%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:
M.B.A., Northwestern; advanced degree in Diagnosis and Curriculum Planning; experience in evaluation and program planning for children with language, learning, and social difficulties.
Activities or Methods Most Commonly Used:
Backpacking, sailing, skiing, ropes/challenge course, service learning projects (zoo clean-up, garden for homeless).
Statement of Ethical Practices:
The Stanbridge Academy was founded in 1982 to provide a total educational program for youngsters with verbal and non-verbal learning disabilities.

Sundown Ranch, Inc.

Route 4, Box 182
Canton, TX 75103
(903) 479-3933 phone
(903) 479-3999 fax

The SRI challenge course is located at Sundown Ranch, Inc., in Canton, Texas. SRI is a 400-acre, adolescent chemical dependency, residential treatment facility which utilizes the challenge course as a therapeutic module. The challenge course is separate from the treatment program, making the course available for corporate groups and other outside organizations interested in undergoing the challenge course experience.

The course site is in a beautiful location, nestled in a peaceful wooded area which includes a small lake. The course contains approximately 24 challenge initiatives and features a 40-foot climbing tower.

Contact Person: Nelda Timmons, ropes coordinator

AEE Organizational Member: Yes

Year EBTD Program Established: 1992

Percentage of Programming Time Spent on EBTD: 40%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Nelda Timmons, B.A., has 2 years' experience in experiential training and development. She is currently director of the Challenge Course and Activities at SRI.

M. Summer Allan, M.S.S.W., C.S.W., with a specialization in chemical dependency, has 3 years' experience in chemical dependency, psychiatric social work, and family therapy training. She is a trained challenge facilitator.

Terry Brown, M.Th., C.A.D.A.C., L.C.D.C., clinical director of SRI, supervises the challenge activities provided to SRI clients, families, and outside groups. He is an experienced challenge course facilitator, and has had an association with challenge courses for approximately 3 years.

Activities or Methods Most Commonly Used:

SRI utilizes many aspects of experiential learning, which are carefully sequenced, processed, and debriefed according to the needs and goals of the participants.

Statement of Ethical Practices:

The challenge course facilitators at SRI recognize their obligation to continuously upgrade their professional knowledge, and assert that the ethical principles of autonomy, beneficence, and justice should guide their professional and societal expectations, obligations, and conduct.

Team Building Associates

61 Little Indian Trail
Front Royal, VA 22630
(703) 635-1450 phone

We have 2 types of programs: individual skill building for mixed groups and team building for intact work group. Individual skill building starts in the classroom by teaching the latest models and tools in communication skills, conflict management, leadership, problem solving, and the Myers-Briggs Type Indicator. Participants practice and develop their skills in these areas using the group problem-solving activities as a learning laboratory. For intact work groups, the program is often conducted as an organizational intervention. A needs assessment is performed through interviews, focus group, and/or surveys. The program is designed to address the specific issues revealed through the assessment.

Contact Person: Harrison Snow

AEE Organizational Member: No

Year EBTD Program Established: 1991

Percentage of Programming Time Spent on Experience-based Training and Development: 75%

Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Harrison Snow: Master's in International Management; 20 years' management and training experience; certified ropes course instructor; author of *The Power of Team*

Building Using Ropes Techniques; clients include the State Department and Fortune 500 corporations.

Activities or Methods Most Commonly Used:

Group problem-solving activities and discussion conducted both indoors and outside.

Statement of Ethical Practices:

Taking personal responsibility for one's own level of participation is requested. Facilitators work to maintain the psychological and personal safety of the team members.

Team Craft, Inc.

P.O. Box 163073
Austin, TX 78716-3073
(512) 327-9399 phone
(512) 327-5768 fax

Outdoor programs range in length from one to 5 days. Indoor programs are typically 3-8 hours long. The Control Point Venture is a full-day activity with a 3-hour orientation the day before and a 3-hour debrief following the event. We conduct pre-assessment that targets the best program format and length, given client outcome objectives and training needs.

Our training sites vary with the program. We have year-round outdoor training sites in and around Austin and the Texas Hill Country. Outdoor programs have also been conducted in Arizona, Oregon, Florida, New York, and Minnesota. We encourage groups larger than 40 who want an outdoor program to participate in Control Point. Indoor programs are very mobile and can be conducted at any conference facility.

Contact Person: Rich Weider

AEE Organizational Member: Yes

Year EBTD Program Established: 1988

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Rich Weider: Master's in Experiential Learning, University of Colorado; M.B.A., Cornell University; former Community Projects Director for Colorado Outward Bound School; corporate staff experience as product manager for Healthcare International.

Melinda Longtain: Ph.D.; experiential trainer with Team Craft for 3 years; enhances the program with refined skills and lucid insight on personal and group behavior.

Activities or Methods Most Commonly Used:

We offer 3 alternative training formats, each of which involves participants in highly interactive learning: outdoor experiential learning, The Control Point Venture, and indoor seminars.

Statement of Ethical Practices:

We provide pre-program information to participants. All activities are clearly stated to be challenge by choice for everyone. Self-monitoring is encouraged. We choose activities that fit each sub-group's physical ability.

Thompson Island Outward Bound Education Center
Professional Development Program

Thompson Island
P.O. Box 127
Boston, MA 02127
(617) 328-3900 phone
(617) 328-3710 fax

Thompson Island operates Outward Bound Insight Programs, a series of adventure activities and indoor sessions where participants learn problem-solving, communication, and decision-making skills while reinforcing effective teamwork and leadership styles.

Contact Person: Margaret Williams
AEE Organizational Member: Yes
Year EBTD Program Established: 1989
Percentage of Programming Time Spent on EBTD: 100%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Margaret Williams: M.B.A., Yale University; 5 years with Outward Bound; 12 years with Polaroid subsidiary and non-profit organizations.

Jeff Stone: B.A., University of Pennsylvania; 8 years' progressive experience with GTE, Johnson & Johnson, and Manufacturer's Hanover Trust Co.

Activities or Methods Most Commonly Used:

One- to 5-day team-building and leadership development programs using a combination of outdoor exercises and indoor process and planning sessions. Elements used include: sailing, rock climbing, ropes course.

Statement of Ethical Practices:

The mission of the Outward Bound Professional Development Program is to effect positive, lasting change in the workplace through challenging adventure-based programs. At the heart of these programs are the Outward Bound values of self-respect, care and compassion for others, and concern for the environment.

Ultimate Adventures, Inc.

1318 South 200 West
Salt Lake City, UT 84115
(801) 487-1391 phone
(801) 487-0128 fax

Programs directed to private companies and public organizations aim at developing teams, improving quality, problem solving, developing trust, overcoming fears, and developing winning attitudes. Programs are part-day (usually initiative games and low ropes), full-day (initiative games, low and high ropes), and multiple-day (ropes plus team scenarios in woods, caves, snow, and water). Some programs are done indoors, most outdoors. Company has 3 permanent ropes courses in Salt Lake region; travels to other locations using portable equipment or leases other EBTD organization's facilities. Current high involvement in Total Quality Improvement with several local and national companies and one state agency.

Contact People: Joanne Granger and Jack Williams
AEE Organizational Member: Yes
Year EBTD Program Established: 1983
Percentage of Programming Time Spent on Experience-based Training and Development: 100%

Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Joanne Granger: Founder/owner, U.A., Inc.; over 10 years as designer; initiator of experience-based training and development for personal growth and life transitions.

Joan Burdett: M.A. in Physical Education, Weber State University; 15 years as head coach for women's programs for major Salt Lake high school; 7 years as key facilitator of U.A., Inc. programs.

Jack Williams: M.B.A., Golden Gate University; 21 years' business consulting for major corporations, i.e., Exxon, Bechtel, Kaiser Permanente, Saudi Arabian Government, Stanfor Research Institute, etc.

Activities or Methods Most Commonly Used:

Ropes courses/initiative games, plus specially designed curriculum for total quality management. Design and construct ropes courses. Client facilitator training.

Statement of Ethical Practices:

We know people have all the knowledge they need to make their lives work. We don't teach them anything. Experiences and challenges provided to assist people to reach their highest potential.

University of Maine Cooperative Extension

Court House Complex
Dover-Foxcroft, ME 04426
(207) 564-3301 phone
(207) 564-3302 fax

The organizational development programs which I offer through the UM Cooperative Extension are tailored to the needs and goals of the particular groups and organizations requesting assistance. Much of my work focuses on grass-roots organizations. My programs are well received across a diversity of rural settings: Chambers of Commerce, 4-H Volunteers, and educational groups and institutions. I strive to incorporate the "real work of tasks and issues which groups are struggling with" into the experiential training framework. While the context for "working together now" is present in many groups, I seek to deliver strategies that move individuals and teams forward with vision.

Contact Person: Roger Merchant
AEE Organizational Member: No
Year EBTD Program Established: 1990
Percentage of Programming Time Spent on EBTD: 30%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Roger Merchant: M.S.W., West Virginia University; 5 years' training through Outward Bound Directive and Professional Development Programs; 3 years as grass-roots trainer for community organizations through UM Cooperative Extension.

Activities or Methods Most Commonly Used:

Pre-assessment and goal-setting dialogue, a variety of targeted initiatives, low and high ropes in collaboration with UM Maine Bound.

Statement of Ethical Practices:

Physical and emotional safety are paramount in my approach to groups, growth, and risk taking. I encourage full participation and interaction in community events through challenge by choice.

University of Minnesota—Duluth Outdoor Program

128 SpHC, UMD
10 University Drive
Duluth, Minnesota 55812
(218) 726-6533 phone
(218) 726-6529 fax

The primary goal of the UMD Outdoor Program is to provide sound outdoor educational programs to students, staff, faculty, and the community that result in more responsible behavior toward the environment. A second goal is to provide professional training and experience for those who are either going into one of the fields in outdoor education, or are currently working in the field. All activities and experiences involve the use of natural and/or cultural history, physical skills development, and interpersonal skills development.

Contact People: Ken Gilbertson, director
Randy Carlson, Kayak & Canoe Institute
Rim Bates, environmental education coordinator
Cathy Coon, Vertical Pursuits School of Climbing

AEE Organizational Member: Yes

Year EBTD Program Established: 1982

Percentage of Programming Time Spent on EBTD: 10%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Ken Gilbertson: PH.D., Ohio State University; 21 years' experience with agencies, including nature centers, Outward Bound, USFS, public education, higher education, and Outdoor Program.

Tim Bates: M.Ed., University of Minnesota, Duluth; 6 years' experience with K-12 schools, USFS, and Outdoor Program.

Randy Carlson: M.Ed., University of Minnesota, Duluth; 8 years' experience with Outdoor Program, American Canoe Association, New Zealand (Sir Edmund Hillary) Outdoor Pursuits Center, and secondary education.

Activities or Methods Most Commonly Used:

Initiatives, wilderness-based skills, environmental education, challenge activities, personal growth-oriented activities, and multicultural learning.

Statement of Ethical Practices:

We are dedicated to teaching responsible behavior toward the environment, ourselves, and others, using the process of outdoor education.

University of New Hampshire Action Learning Center

IPSSR-Hood House, U.N.H.
Durham, NH 03824
(603) 862-4295 phone
(603) 862-1488 fax

We design programs to achieve constructive change by empowering groups through action-oriented approaches. We also improve and spread these techniques to others. By providing highly detailed and prescriptive experiences, we encourage individuals to discover insights into themselves, the team, and the larger organization. Our Transformational TeamWork program conveys constructive change so that teams may leave the program with a clear strategic plan and a detailed list of action priorities. The motto: Come as a group, leave as a team.

Contact Person: Pam McPhee

AEE Organizational Member: Yes

Year EBTD Program Established: 1987
Percentage of Programming Time Spent on EBTD: 20%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Dr. Dennis Meadows: Professor and Institute Director; his books on simulations have been translated into 35 languages; served on the faculty of MIT, Dartmouth, and UNH; past president of International Simulation and Games Association and International System Dynamics Society.

Dr. Michael Gass: Coordinator of the Outdoor Education Program at UNH; past president of the Board of Directors of the AEE; worked as a consultant for other EBTD providers, such as Peak Performance, The Proudman Group, and the Center for Creative Leadership.

Pam McPhee, M.S.W.: Director of the UNH Action Learning Center; specialty includes working with people with disabilities in experiential training; worked extensively for Project Adventure, Outward Bound, Carl Christensen and Associates, Common Ground Adventures, and Adventure Programs.

Activities or Methods Most Commonly Used:

A blend of theory and portable initiatives. Training has also included computer-based simulations, role playing, ropes course, rock climbing, whitewater rafting.

Statement of Ethical Practices:

Prior to working with a client, we explain the following practices in detail: professional competence; professional integrity; professional responsibility; respect for people's rights and dignity; concern for client welfare; and social responsibility.

Venture Out!

P.O. Box 157
Clarksville, OH 45113
(513) 289-2031 phone
(513) 289-3179 fax

Team building and leadership development are not events, but processes that start long before going off-site and continue back at work. Venture Out! is the professional development process of Joy Outdoor Education Center. We utilize a unique blend of indoor training modules with outdoor experiential tasks customized to address your organizational and personal issues. Our facilitators will Venture In! to your site before and after your visit to ensure follow-up processes are implemented. Our STEP™(Stages of Team/Employee Performance) Model for Experiential Training and Development and its companion STEP™ Inventory provide you with a long-range framework for your team and organization development.

Contact People: Mike Lair, Lee Reading, and Bob Roth
AEE Organizational Member: Yes
Year EBTD Program Established: 1985
Percentage of Programming Time Spent on EBTD: 90%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Mike Lair: B.A. in Industrial Psychology, Bowling Green State University; 8 years' team development, leadership experience; 5 years as Experiential Training and Development specialist.

Lee Reading: M.S. in Experiential Education, Mankato State University; 20 years' experience in training, administration, personal development.

Bob Roth: Ph.D. in Experiential/Somatic Education, Ohio State University; gestalt, leadership, and organizational change.

Activities or Methods Most Commonly Used:

Our methods and activities are needs-based and prescriptive, appropriate to the group, and applicable to your workplace.

Statement of Ethical Practices:

Our process creates an atmosphere conducive to learning about yourself, your group, and your organization based on the following values: challenge by choice, respecting confidentiality, and taking care of each other, physically and emotionally.

The Venture Program

Cone University Center
University of North Carolina at Charlotte
Charlotte, NC 28227
(704) 547-2486 phone

Venture provides wilderness trips and team-building experiences primarily for the university community, serving over 3,000 annually. We also offer experience-based programs for off-campus groups, focusing on team building and leadership development through such issues as support, trust, and risk taking. Teamed with university faculty through the Continuing Education Department, we have custom designed a number of programs. A sampling of our client list includes: Charlotte Chamber of Commerce, First Union National Bank, Nations Bank, Ingersoll-Rand, Presbyterian Hospital, and Cities In Schools. Venture offers course facilities under our supervision to other qualified trainers.

Contact Person: Sandy Kohn
AEE Organizational Member: Yes
Year EBTD Program Established: 1984
Percentage of Programming Time Spent on EBTD: 4%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Sandy Kohn: M.Ed., University of Vermont; 21 years as experiential educator with various programs, including Outward Bound; director of Venture Program for 6 years.

Tracy Gibson: M.A. in Experiential Education, Mankato State University; 4 years as Outward Bound field staff; 2 years as recreation center director.

Activities or Methods Most Commonly Used:

Full and half-day programs on group initiatives course and high ropes course. Off-site programs with mobile initiatives.

Statement of Ethical Practices:

Adherence to challenge by choice. Comprehensive staff training which focuses on emotional and physical safety. Regular program reviews by safety professionals. Sponsor of AEE's Professional Accreditation Service.

Venture Up—Business Incentives

2415 East Indian School Road
Phoenix, AZ 85016
(602) 955-9100 phone
(602) 955-7644 fax

Our innovative programs are custom designed to meet targeted objectives of our clients. Our process begins with Discovery. We learn of our client's business and performance objectives as well as their culture and methods for conducting business. Next, we begin to Design the performance system needed to achieve the desired results. The designing team consists of our client and our experts in experiential learning, adult education, organizational development, and performance management. The third phase is Delivery, where facilitators are focused on a safe and meaningful implementation of the program.

Contact Person: Michael Donnelly, program manager

AEE Organizational Member: Yes

Year EBTD Program Established: 1983

Percentage of Programming Time Spent on EBTD: 90%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

David Lengyel: M.S., A.B.D.; biochemist; founder of Venture Up; his risk management and team-building programs have served such firms as American Express, Ernst & Young, DuPont, and Warner Lambert.

Fred Baumer: Ph.D. in Organizational Development and Communication; vice president of Worldwide Product Development for the Crosby College; vice president of Training and Quality for National Rent-A-Car.

Steve Geiger: Ph.D.; licensed industrial and clinical psychologist; working for Applied Learning International, The Wilson Learning Corporation, and the LAPD, he has extensive experience in performance management, organizational change, and adult education.

Activities or Methods Most Commonly Used:

Programs combine the rigors and processes of organizational development and performance management with the excitement and power of experiential learning.

Statement of Ethical Practices:

Innovators in experiential programming, our activities reach far beyond the typical ropes course. Designing new events is an ongoing process for us. Our ethical practices exceed the standard in all we do.

West Pines Training Center

3400 Lutheran Parkway
Wheat Ridge, CO 80033
(303) 239-4000 phone
(303) 239-4017 fax

Located 6 miles west of downtown Denver with a view of the Continental Divide, West Pines offers action-based learning programs focusing on team building, managing change, problem solving, and communication. Our programs, available 7 days and evenings a week, are custom designed for each organization's needs. Our staff conducts programs on our site or yours, both nationally and internationally.

Our facilities are available to trained facilitators. Food and lodging is also available for participants.

Contact People: Craig Dobkin, program supervisor, and Sheila Howland, coordinator

AEE Organizational Member: Yes

Year EBTD Program Established: 1989

Percentage of Programming Time Spent on Experience-based Training and Development: 33%

Training and Development/Business Background and/or Specialities of up to Three Principal Facilitators:

Craig Dobkin: M.Ed; over 17 years of experiential training experience; nationally-known and respected training professional.

Donna Strickland: M.S., R.N., C.S.; professional speaker and entrepreneur who speaks nationally on humor and healing; her presentations combine experiential exercises with the value of lightening up.

David Kirberg: T.R.S. (therapeutic recreation specialist); has presented programs to community groups with his easy-going, comfortable style for the last 7 years.

Activities or Methods Most Commonly Used:

We offer action-based training programs that model the exploration of openness, honesty, risk taking, trust, and positive attitudes.

Statement of Ethical Practices:

We play a catalyst role in working with individuals and organizations. Experiential and holistic models of learning are the best tools for teaching the ideas of interdependence, community, and transformation.

Wilderness Medical Associates

Dudley Road, Shaw Farm
RFD 2, Box 890
Bryant Pond, ME 04219
(207) 665-2707 phone

Wilderness Medical Associates offers definitive medical training for outdoor educators and enthusiasts. In our 8-day, 64-hour Wilderness First Responder, we take students from ground zero to medically competent in the field. Wilderness Medical Associates courses differ from traditional EMT courses in 3 respects: Extended patient management—when hours or days stand between a patient and the hospital, phases of patient care that usually occur in an emergency room must be carried out in the field; Extreme environments—extremes of heat, cold, and altitude can put both patients and rescuers at risk; Limited equipment—the more remote the setting, the less equipment will be available, thereby making improvisation an essential skill in the wilderness setting.

Contact Person: Philip Gormley

AEE Organizational Member: Yes

Year EBTD Program Established: 1983

Percentage of Programming Time Spent on EBTD: 100%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Peter Goth, M.D.: President/founder of Wilderness Medical Associates; Task Group chairman: National Association of EMS Physicians; Medical Advisory Board: American Mountain Guides Association; expedition physician and mountain guide: Alaska, Himalayas, Africa, U.S.A.

Paul Marcolini: EMT/paramedic: executive director of Wilderness Medical Associates; past director of Hurricane Island Outward Bound Special Programs; extensive program development with Outward Bound, NASAR Wilderness Medicine, and University of Buffalo.

David Johnson, M.D.: Vice president/quality assurance director: Wilderness Medical Associates; medical director: Hurricane Island Outward Bound; 15 years' clinical experience; extensive teaching and program development experience.

Activities or Methods Most Commonly Used:

40% interactive lecture; 40% experiential, hands-on, practical sessions; 20% realistic, rescue simulations (these are video taped for enhanced learning).

Statement of Ethical Practices:

Wilderness Medical Associates adheres to AEE ethical guidelines and endorses challenge by choice.

Woodswomen, Inc.

25 West Diamond Lake Road
Minneapolis, MN 55419
(612) 822-3809 phone
(612) 822-3814 fax

Woodswomen leadership courses are challenging and exciting outdoor experiences, combing the fun of women's trips, the satisfaction of sharing skills and ideas with other women interested in leadership, and the freedom of trying new roles. The courses are designed to be rigorous, both mentally and physically. You will have an opportunity to evaluate and improve your leadership skills. You will also practice several guide roles and facilitate a great deal of decision making. We will discuss how it feels to lead and how it feels to be led by others.

Contact Person: Liz Ohle, assistant director
AEE Organizational Member: Yes
Year EBTD Program Established: 1980
Percentage of Programming Time Spent on EBTD: 10%
Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Denise Mitten: Executive director; B.F.S. and M.F.S. in Forest Science; Ph.D. candidate in Parks, Leisure, and Recreation; author of more than 12 books and articles in the field of experiential education and leadership.

Liz Ohle: Assistant director; B.A. in Psychology; M.A. in Child Development; 6 years as trainer of summer camp staff at Farm and Wilderness Foundation; presenter at American Camping Association National Conferences.

Activities or Methods Most Commonly Used:

We use canoeing, mountaineering, rock climbing, or backpacking as a backdrop for discussions and opportunities to practice leadership styles.

Statement of Ethical Practices:

Our wilderness travel experiences and leadership development courses provide healthy living options, community-building activities, skills development opportunities, and new perspectives on the natural world, history, and society. Woodswomen is open to all women.

Yellowstone Resource Center

1732 South 72nd Street West
Billings, MT 59106
(406) 656-3001 phone
(406) 656-0021 fax

Yellowstone Resource Center offers a team-building experience that empowers both the group as a team and the individuals that make up the team. This empowerment-oriented experience offers hands-on, concrete lessons for the participants in how to take responsibility for their actions, improve their situation, and empower themselves and others both personally and professionally. Each participant will come away with a better understanding of exactly what they need to do to increase the amount of success in their lives and the success of their organization. Team empowerment groups are from one to 5 days, and can be done anywhere.

Contact Person: Jerry Stemkoski
AEE Organizational Member: Yes
Year EBTD Program Established: 1990
Percentage of Programming Time Spent on EBTD: 75%

Training and Development/Business Background and/or Specialties of up to Three Principal Facilitators:

Jerry Stemkoski: M.S. in Behavioral Systems Administration, Drake University; trainer, 4 years, Experiential Therapists, Inc.; president, 2 years, Experiential Training Systems; Director of Experiential Programs, Yellowstone Resource Center, one year.

Activities or Methods Most Commonly Used:

Team and individual empowerment through experientially-oriented group activities, workbooks, handouts, journaling, and lectures.

Statement of Ethical Practices:

Yellowstone Resource Centers is committed to the empowerment of all participants in a safe and structured environment. Each person is allowed to choose their own level of participation.

About the Association for Experiential Education

The Association for Experiential Education (AEE) is a non-profit organization committed to furthering experiential-based teaching and learning in a culture that is increasingly "information-rich but experience-poor." By allowing the student, client, or customer to be involved in decisions about what they need to learn, and how they might go about learning, we believe life-long learning is the result.

AEE sponsors local, regional, and international conferences, projects, seminars, and institutes, and publishes the **Journal of Experiential Education**, the **Jobs Clearinghouse**, directories of programs and services, and a wide variety of books and periodicals to support educators, trainers, practitioners, students, and advocates.

AEE's diverse membership consists of individuals and organizations with affiliations in education, recreation, outdoor adventure programming, mental health, youth service, physical education, experience-based training and development, corrections, programming for people with disabilities, and environmental education.

To receive additional information about the Association for Experiential Education call or write to:

AEE
2885 Aurora Avenue #28
Boulder, CO USA 80303-2252
(303) 440-8844
(303) 440-9581 (fax)

Association for Experiential Education
2885 Aurora Avenue #28
Boulder, CO 80303-2252

303-440-8844 phone
303-440-9581 fax